

OFFICE OF POPULATION CENSUSES AND SURVEYS
SOCIAL SURVEY DIVISION

Workplace Industrial Relations 1972

An enquiry carried out on behalf of the
Department of Employment

Stanley Parker



HMSO £1.45 net

SOUTHAMPTON
UNIVERSITY LIBRARY

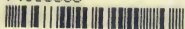
BOOK NUMBER

74-066306

CLASS MARK

9 HN 385.5

74066306



SOUTHAMPTON UNIVERSITY LIBRARY

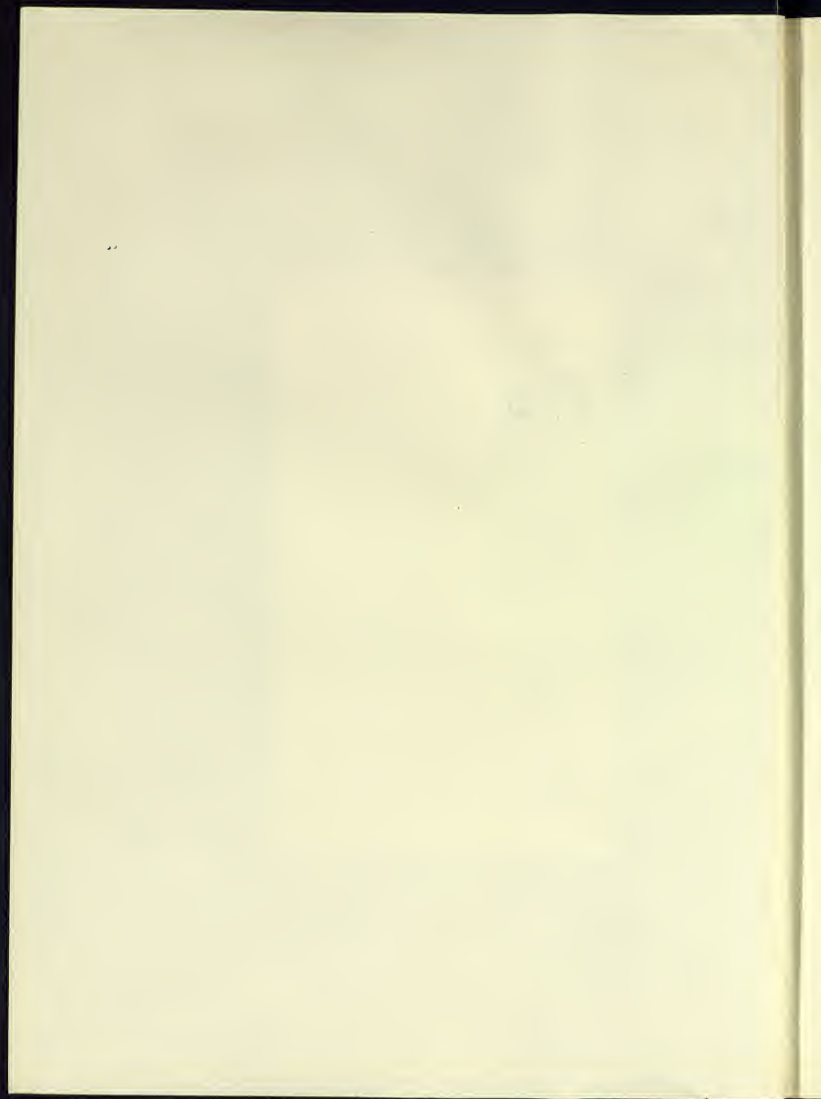
Date of issue

due for return

DEC 1982

17 SEP 1982

returned



Workplace Industrial Relations 1972

An enquiry carried out on behalf of the
Department of Employment

Stanley Parker

© Crown copyright 1974



ISBN 0 11 700682 3

AUTHORS AND ACKNOWLEDGMENTS

This report, and the survey which it describes, are the results of the co-ordinated efforts of a large number of people in the Social Survey Division of OPCS. Stanley Parker had overall responsibility for the survey, with the benefit of the guidance and advice of Geoffrey Thomas. Malcolm Scott, Zygmunt Nowicki, Dixon Robson, Malcolm Wilders and Peggy Smith assisted at various stages of organising the survey and producing the report.

Celia Pillay and Dilys Turner were responsible for devising the sampling methods and for drawing the sample of establishments; Mrs Turner also wrote Appendix 3 on the sampling. Fieldwork was organised and supervised by Caroline Finch and Norah Blackshaw, and coding by Lorraine Polley and Pat Redman. Dave Cable succeeded in making the computer produce the required tables.

Over a hundred Social Survey interviewers had the task of drawing the samples within establishments and collecting the data from informants. Numerous other members of staff helped in various specialist ways. Above all, our thanks are due to all the people who agreed to be interviewed. In some cases the interview was quite lengthy, though this was as much due to the interest they showed in the survey as to the number of questions we asked.

Following the production of several preliminary reports, the Department of Employment appointed Valerie Ellis, an industrial relations specialist, to work in conjunction with Stanley Parker on the re-arrangement of material in those reports and the addition of some further analyses. Her suggestions, and those of members of the Department of Employment, are reflected in this final report. The OPCS is responsible for the accuracy of the survey results presented, but the policy implications of these results are left for discussion by others elsewhere.

INTRODUCTION

This report presents the results of a survey of industrial relations procedures, practices and attitudes in a sample of nearly 300 workplaces. The survey, which involved personal interviews with nearly 2,000 informants, was carried out in January-March 1972 on behalf of the Department of Employment.

The aims of the survey

In 1966 the Government Social Survey carried out a survey of workplace industrial relations for the Royal ('Donovan') Commission on Trade Unions and Employers' Associations, and the results were published in two reports.* That enquiry was the first nation-wide survey of workplace relations in Britain, and it provided information useful to the Commissioners in coming to their conclusions.

By 1971 it was becoming increasingly clear that the information gained from the 1966 survey was out of date in many respects. The industrial relations scene was changing rapidly, and there was a need to obtain information on topics which had been inadequately covered in the Donovan survey. Consequently OPCS (formerly the Government Social Survey) was commissioned to carry out a survey which would update the Donovan findings, be (at least to some extent) comparable with them, and enquire into further aspects of workplace relations.

The aims of the 1972 survey were similar to those of the 1966 survey, but the emphasis on certain topics was rather different. In 1966 the information collected covered a very wide field, including such matters as the frequency of 'closed shops', victimisation of workers by unions and the employer, the role of employers' associations, and the maintenance of labour statistics. For the 1972 survey it was decided to concentrate more attention on a narrow range of subjects, notably changes in bargaining procedures and practices between managers and union representatives, the relation between stewards and their members, and the ways in which the various parties to industrial relations took part in and were affected by specific changes in their workplaces. However, a number of questions were common to the two surveys: trade union organisation at the workplace, procedures and agreements, methods of communication and access by union representatives to management, and the use of strikes and other sanctions.

The main aim of the survey is to provide an up-to-date picture of the way in which industrial relations operate at workplace level, both formally and informally, and in a variety of industries and other circumstances. A further aim is to give some indication of the ways in which industrial relations procedures, practices and attitudes have been changing in recent years. As the fieldwork for the survey took place early in 1972, it could not be expected to show any significant effects of the Industrial Relations Act.

The sample design

The initial sample consisted of establishments drawn at random from lists held at local employment exchange offices (see Appendix 1). The basic unit for the survey was however not necessarily the establishment. It was the establishment or that part of it which, for industrial relations purposes, was under the control of a single senior manager. If active responsibility for industrial relations was found to be split between two or more senior managers - for example, between a 'works' and an 'office' - we identified separate industrial relations situations (henceforth called 'situations').

* Research Paper No.10, Shop Stewards and Workshop Relations, W.E.J. McCarthy and S.R. Parker, HMSO, 1968: Workplace Industrial Relations, Government Social Survey, 1968.

In each situation we took interlocking samples of individuals: a senior manager, a 'lower' manager, a foreman, three of that foreman's employees, one or more shop stewards representing the sampled employees, the most senior steward or convener, and the full-time union officer who had (most) dealings with people in the situation. The number of persons actually interviewed in respect of each situation varied according to whether there was a position to fill and the willingness of the individuals to be interviewed.

This 'interlocking' sample design allowed the possibility of comparing the answers of managers, stewards, etc., in the same situation. To this extent, it permits a deeper analysis of answers in relation to a given situation - approximating somewhat to a series of case studies, but without the amount of qualitative detail usual in case studies. Such a design is especially useful when comparing the answers to questions concerning the handling of a particular industrial relations episode, such as a productivity deal. However, it has the disadvantage of severely limiting statistical comparison with results of the Donovan survey, which included separate, instead of interlocking, samples of managers, union members, etc. Some broad but tentative conclusions about the nature of changes which may have taken place between the two surveys are given in Chapter 8, but a statistically more reliable assessment of changes must wait upon the results of the survey carried out in 1973, which will be comparable with the 1972 one.

Methods of analysing the results

The interlocking sample design presents difficulties when seeking to analyse the answers given in interviews. Since the unit of sampling was 'situations', the unit of analysis should strictly be situations. With senior managers there is no problem, since their number is equal to the number of situations. In all other cases, however, the base for percentageing replies is the relevant population of situations and not of informants of that type. For example, it should not be 'x% of stewards said...' but 'in x% of situations with stewards, the selected steward said...'.

In analysing the results we have only included those of one 'ordinary' steward per situation, i.e., we have ignored the answers of the 39 second and third stewards representing sampled employees. For employees we have normally taken the total distribution of their answers, since a check showed that it would have made very little difference to the percentages whether we had taken 'all first', 'all second', or 'all third' employees. Since it would be tedious to describe the exact base in full for each table, we have usually just referred to 'foremen', 'employees', etc., but have occasionally inserted a full description (x% of situations with foremen) to remind the reader of the correct base for percentageing.

The weighting system referred to in Appendix 1 means that the answers given by informants in each situation had to carry a weight appropriate to that situation. The total number of unweighted situations (i.e., the actual number in which interviews took place) was 296. This becomes 307 when re-weighted, and the bases in tables involving sub-samples are correspondingly re-weighted. The re-weighting means, however, that all sub-samples are additive, e.g., the percentage for all public industry situations in the sample can be obtained by adding, in their correct weighted proportions, the 'transport' and 'other public' percentages.

Many of the base numbers, particularly of sub-samples such as industry groups, are small, and this raises the question of statistical significance of the results presented. It is possible to calculate 'confidence limits' to the percentages shown, i.e., to indicate what the chances are that the true result (of having interviewed the total relevant population) would have been within 5% of the survey result. The fact that this is not generally done in this report does not mean that all the differences shown are statistically significant. We have not shown percentages where the base is less than 15, and we must warn against attaching importance to minor differences in percentages where the numbers on which they are based are very small.

Another reason for treating the percentages as 'best estimates' rather than close approximations is that they are based on a response rate of only 63% of establishments sampled. Although the non-responding establishments were fairly equally distributed by industry and size, the reasons given for not co-operating (Appendix 1) suggest that it would be unwise to assume that responding establishments were representative of all establishments in the original sample.

Finally, this report contains only a proportion of the results of some 2,000 computer tables obtained. The tables believed to be of greatest importance are inserted in the text, and other tables (A-) are shown in Appendix 3. If any readers wish to have further information they should contact Dr. S. R. Parker at Social Survey Division, O.P.C.S.

As an economy measure, only the schedule of questions to senior managers is reproduced in Appendix 2. Copies of the schedules for other types of informant are available from O.P.C.S.

CONTENTS

	page
AUTHORS AND ACKNOWLEDGMENTS	iii
INTRODUCTION	iv
The aims of the survey	
The sample design	
Methods of analysing the results	
LISTS OF TABLES	x
CHAPTER 1 - GENERAL SUMMARY	1
Chapter 2 - The Parties	
3 - Union Recognition and the Scope of Bargaining	
4 - Procedures Regulating Relationships Between Management, Union and Employees	
5 - Procedures in Action	
6 - 'Episodes' Involving Industrial Relations	
7 - Other Aspects of Workplace Relations	
8 - Limited Comparisons with Donovan Survey	
9 - Further Comparisons and Overall Analysis	
CHAPTER 2 - THE PARTIES	6
2.1 Union Organisation	6
2.1.1 Union membership	
2.1.2 Multi-unionism	
2.1.3 The steward system	
2.1.4 Stewards' meetings with members	
2.1.5 Meetings between stewards	
2.1.6 Characteristics of stewards	
2.1.7 Union branch organisation	
2.1.8 Union role of full-time officers	
2.2 Management Organisation	15
2.2.1 The structure of 'industrial relations situations'	
2.2.2 The industrial relations role of foremen	
2.2.3 Keeping lower levels informed	
2.2.4 Employers' associations	
CHAPTER 3 - UNION RECOGNITION AND THE SCOPE OF BARGAINING	18
3.1 Union Recognition	18
3.1.1 Management negotiation with unions	
3.1.2 Reaction to request for union recognition	
3.1.3 Management's fairness in not recognising unions	
3.2 Industrial Relations Facilities	19
3.2.1 Provision for steward meetings with members	
3.2.2 Satisfaction with opportunities to contact members	
3.2.3 Time off for performing duties as steward	
3.2.4 Satisfaction with physical facilities	
3.2.5 Industrial relations training	
3.3 Range of Bargaining	21
3.3.1 Number of issues personally settled	
3.3.2 Seeking to improve on national agreements	
3.3.3 Changes in amount of negotiating activity	
3.3.4 Changes in range of issues negotiated	
3.3.5 Extending the range of bargaining	
3.3.6 Time spent on bargaining	

CHAPTER 4 - PROCEDURES REGULATING RELATIONSHIPS BETWEEN MANAGEMENT, UNION AND EMPLOYEES	page 29
4.1 Procedures and Agreements	29
4.1.1 Joint committees	
4.1.2 Written agreements - national level	
4.1.3 Written agreements - above workplace level	
4.1.4 Written agreements - workplace level	
4.1.5 Unwritten procedure	
4.1.6 Opinion on agreements and procedures	
4.2 How Unions Raise Issues	37
4.2.1 How stewards raise issues	
4.2.2 Stewards' access to management	
4.2.3 Management's dealings with stewards	
4.2.4 Issues raised by union officers	
4.2.5 Officers' contact with management	
4.2.6 Proportion of grievances involving union officers	
4.2.7 Relative importance of officers and stewards	
4.2.8 Management disagreement with issues raised	
4.3 How Employees Raise Issues	44
4.3.1 Employees' access to management	
4.3.2 Employees' access to stewards	
4.3.3 Comparison of steward and spokesman roles	
4.4 Opinion on Procedures and Handling of Industrial Relations in General	47
4.4.1 Procedures in general	
4.4.2 Management's handling of industrial relations	
CHAPTER 5 - PROCEDURES IN ACTION	50
5.1 Frequency of Grievances and Claims	50
5.2 Activities of Stewards	51
5.2.1 Stewards' handling of problems	
5.2.2 Relations between stewards and members	
5.2.3 Point of view taken by stewards	
5.2.4 Whether stewards are helping management	
5.2.5 Stewards' impact on increasing earnings	
5.2.6 Evaluation of stewards' work	
5.3 Attitudes of the Parties	58
5.3.1 Management's attitude towards the union	
5.3.2 Reasonableness of management	
5.3.3 Reasonableness of stewards	
5.3.4 Reasonableness of workers	
5.3.5 Management and good industrial relations	
5.4 Strikes and Other Sanctions	65
5.4.1 Strikes	
5.4.2 Other forms of pressure	
5.4.3 Effectiveness of strikes	
5.4.4 Justification of strikes	
5.5 Suggested Ways of Improving Industrial Relations	71
CHAPTER 6 - 'EPISODES' INVOLVING INDUSTRIAL RELATIONS	74
6.1 Method of Obtaining Data	
6.2 Some Representative Episodes	
6.3 Quantitative Analysis	
6.4 Conclusions	

CHAPTER 7 - OTHER ASPECTS OF WORKPLACE RELATIONS

- 7.1 Earnings
 - 7.1.1 Payment by results
 - 7.1.2 Fairness of earnings
 - 7.1.3 Influence of outside settlements
- 7.2 Product Demand and Industrial Relations
- 7.3 Management and Productive Efficiency
- 7.4 Supervisory Role of the Foreman
- 7.5 Matters of Discipline

CHAPTER 8 - LIMITED COMPARISONS WITH DONOVAN SURVEY

- 8.1 Limitations
- 8.2 Findings
- 8.3 Overall Conclusions

91

CHAPTER 9 - FURTHER COMPARISONS AND OVERALL ANALYSIS

- 9.1 Comparison of answers in the same situation
- 9.2 Correlational analysis
- 9.3 The influence of variables
 - 9.3.1 Industry and occupation
 - 9.3.2 Type of production or technology
 - 9.3.3 Size of situation
 - 9.3.4 Age and length of service of informants

95

APPENDICES

- 1 The sample
- 2 Schedules of questions
- 3 Further tables

A1
A10
A19

LIST OF TABLES IN THE TEXT

Chapter 2 - The Parties

Table	page
1 Whether any employees are in a union, by industry	6
2 Whether any of the workers supervised are members of a union, by industry	
3 Whether a union member, by industry	7
4 Whether satisfied with what the union does, by industry	
5 Whether there are ways in which the union could do more, by industry	8
6 Whether more than one union representing employees, by industry	
7 Whether any other unions representing employees, by industry	
8 Whether more than one union representing employees supervised, by industry	
9 Whether any shop stewards or equivalent are present, by industry	9
10 Whether steward or equivalent representing workers supervised, by industry	
11 Whether represented by a steward or equivalent, by industry	
12 Whether a senior steward or convener is present, by industry	10
13 Average numbers of members represented, by industry	
14 Whether management allows steward to hold meetings at workplace, by industry	
15 Whether any regular meetings which stewards can attend (without management), by industry	11
16 Types of meetings between stewards	
17 Method of election	12
18 Whether all members steward represents belong to same union branch, by industry	
19 Whether union branch meeting ever used to formally discuss grievances and claims of members, by industry	13
20 How much stewards depend on place of work for contacting members, by industry	
21 Whether any difficulties experienced in contacting officer as and when needed, by industry	14
22 Whether stewards would like more contact with officers, by industry	15
23 Whether foremen's decisions about industrial relations are backed up by higher management, by industry	16
24 Whether establishment a member of an employers' association, by industry	17

Chapter 3 - Union Recognition and the Scope of Bargaining

25 Whether management negotiates with union on behalf of employees, by industry	18
26 Reaction to union request for recognition to negotiate on behalf of -	
27 Whether facilities for meetings are adequate, by industry	19
28 Whether satisfied with opportunities to contact members at workplace, by industry	
29 Whether satisfied with the physical facilities to carry out job as steward, by industry	20
30 Whether firm runs or sponsors courses for employees which include training in industrial relations, by industry	
31 Whether foreman took part in any course designed to help him deal with industrial relations, by industry	21
32 Whether took part in any course of training or instruction for job as steward, by industry	
33 Issues ever personally settled	22
34 Number of issues ever personally settled with stewards, by industry	23
35 Number of issues ever personally settled with management, by industry	
36 Number of issues covered by collective agreement, by industry	

Table	page
37 Whether seeking to improve on a national agreement in the subjects settled, by industry	24
38 How far any existing national agreement restricts bargaining in getting a better deal, by industry	
39 Whether think national agreements take sufficient account of local conditions, by industry	
40 Whether amount of negotiating activity has changed since becoming manager, by industry	25
41 Whether amount of negotiating activity has changed since becoming steward, by industry	
42 Whether range of issues negotiated has changed since becoming manager, by industry	26
43 Whether total range of issues settled with management was changed, by industry	
44 Extra issues subject to negotiation since informants had been in their present positions	27
45 Whether any questions which stewards ought to be able to discuss and decide with management, by industry	
46 Whether any questions which steward ought to be able to discuss with management, by industry	
47 Type of issues which it was felt stewards ought to be able to discuss and decide with management	28
<u>Chapter 4 - Procedures Regulating Relationships between Management, Union and Employees</u>	
48 Whether any joint employee-management committees or councils in the workplace, by industry	29
49 Whether any joint employee-management committees or councils in the workplace, by industry	
50 Whether situation is subject to any written national agreements, by industry	30
51 Whether there has been an increase in the range of matters covered by national agreements in the last few years, by industry	
52 Whether the use of external stages of nationally agreed procedure for settling grievances and claims has changed in the last few years, by industry	
53 Whether any written agreement above workplace level, apart from national agreements, by industry	31
54 Whether there has been an increase in the range of matters covered by written agreements (other than national agreements) above workplace level, by industry	
55 Whether the use of procedure in agreements above workplace level has changed, by industry	32
56 Whether any written workplace agreements for settling grievances and claims, by industry	
57 Whether any increase in range of subjects covered by workplace agreements in the last few years, by industry	33
58 Whether the use of procedure in workplace agreements has changed in the last few years, by industry	
59 Whether any kind of workplace procedure for settling grievances and claims, by industry	
60 Whether any unwritten workplace agreement for settling grievances and claims, by industry	34
61 Whether workplace procedure for dealing with grievances and claims is written down or done by custom and practice, by industry	
62 Opinion on agreements and procedures	
63 Suggested ways of improving procedure above workplace level	35
64 Whether prefer to negotiate all agreements at workplace level, by industry	36
65 Whether workplace procedure enables steward to get to the right level of management quickly, by industry	

Table		page
66	Whether there is scope for improving the procedure for dealing with grievances and claims, by industry	37
67	Suggested ways of improving workplace procedure for settling grievances and claims	
68	Whether any contact with foreman to discuss issues and problems, by industry	
69	Whether ever raised issues with senior manager, by industry	38
70	Whether stewards ever take issues to foremen which have not previously been raised by members themselves, by industry	
71	Whether steward supposed to obtain foreman's permission before contacting higher management, by industry	39
72	Kind of contact to discuss issues and problems with management above foreman level, by industry	40
73	Whether satisfied with amount of access to management, by industry	
74	Satisfaction with amount of access by kind of contact with management	
75	How often deals directly with stewards, by industry	41
76	Whether deals directly with steward	
77	Importance of officer in local negotiations, by industry	42
78	Proportion of grievances and claims disagreed with (regardless of outcome), by industry	43
79	Issues with which management disagreed	
80	Whether any ways in which employees can get access to higher management without going through the foreman, if they have a grievances or claim, by industry	44
81	Frequency of contact between employee and steward, by industry	
82	Whether easy to see steward on union matters, by industry	45
83	Comparison of the roles of stewards and spokesmen	46
84	Whether think arrangements for dealing with workers' grievances and claims work well, by industry	47
85	Whether workers' grievances and claims handled with reasonable speed, by industry	48
86	Whether grievances and claims are handled with reasonable speed, by industry	
87	Whether satisfied with the way grievances and claims are dealt with at workplace, by industry	49
88	Suggested ways for improving procedure for handling grievances and claims, by industry	
89	Whether management are generally efficient at handling industrial relations	
 <u>Chapter 5 - Procedures in Action</u>		
90	Number of grievances and claims	
91	Number of grievances among employees which come to senior management level, by industry	50
92	Number of grievances among employees supervised, by industry	51
93	Who is usually approached first with a problem that either the foreman or the steward could handle, by industry	52
94	Whether members ever bring problems to steward without first contacting foreman, by industry	
95	Circumstances in which stewards were thought unlikely to get members to agree with them	
96	Whether steward can get his members to see things his way and get them to do what he thinks is right when a dispute arises	53
97	How far steward tries to get his own way with members, by industry	
98	Points of view usually taken by stewards, by industry	54
99	Points of view usually taken by stewards, by industry (Employees)	

Table		page
100	Whether stewards help management to solve industrial relations problems, by industry	55
101	Whether stewards help management to solve production problems, by industry	
102	Whether stewards think they help management to solve its problems, by industry	
103	Whether personal earnings ever increased as result of steward's efforts, by industry	56
104	Whether members earnings ever increased as a result of steward's efforts, by industry	
105	How far work of steward is accepted by management, by industry	57
106	Whether work of stewards is accepted by management, by industry	
107	Whether work of stewards is appreciated by union, by industry	58
108	Fairness of management's attitude towards unions, by industry	
109	Fairness of management's attitude towards unions, by industry (Stewards)	
110	Whether lower management are more or less ready to agree to union demands than senior management, by industry	59
111	Who is thought more likely to accept union demands, by industry	
112	Whether higher or lower management more reasonable to deal with, by industry	60
113	Whether management are reasonable in dealing with issues raised, by industry	
114	How reasonable stewards are to deal with, by industry	61
115	Whether grievances raised by stewards are reasonable, by industry	
116	Whether stewards demands are reasonable, by industry	62
117	Whether grievances raised by workers are reasonable, by industry	
118	Whether management attempt to establish good relations between workers and management	
119	Opinions of management and the way they handle industrial or employee relations	63
120	Whether any national strike in the previous two years, by industry	64
121	How often non-national strikes occurred in the previous two years, by industry	
122	How often non-national strikes occurred in the previous two years, by industry	
123	How often non-national strikes occurred in the previous two years, by industry	
124	How often non-national strikes occurred in the previous two years, by industry	66
125	Details of (most recent) strike	
126	Other forms of pressure used against management in the previous two years, by industry	67
127	Other forms of pressure used against management in the previous two years, by industry	
128	Whether strikes and other forms of pressure or going through the disputes procedure got more satisfactory results from management, by industry	68
129	Whether can obtain quicker and better results by using strikes and other forms of pressure before exhausting constitutional procedure, by industry	
130	Whether can obtain quicker and better results by using strikes and other forms of pressure before exhausting constitutional procedure, by certainty of continued employment	
131	Whether workers justified in withdrawing their labour or using other forms of pressure in breach of procedure, by industry	69
132	Whether workers justified in withdrawing their labour or using other forms of pressure in breach of procedure, by occupation and sex	
133	Whether workers are justified in withdrawing their labour or using other forms of pressure in breach of procedure, by industry	70

134	One way of improving industrial relations	page 71
135	One way of improving industrial relations, by industry (Senior managers)	72
136	One way of improving industrial relations, by industry (Foreman)	73
137	One way of improving industrial relations, by industry (Employees)	
138	One way of improving industrial relations, by industry (Stewards)	

Chapter 6 - 'Episodes' Involving Industrial Relations

139	A productivity bonus scheme	76
140	A change in method of payment	77
141	A series of redundancies	78
142	A proposed introduction of new equipment	79
143	A change in method of working	80
144	A takeover	81
145	Proportion of informants who said there was an 'episode' in the last year or two	82
146	Types of (all) episodes named by informants	83
147	Types of (most recent) episode named by informants	84

Chapter 7 - Other Aspects of Workplace Relations

148	Whether any employees receive any of their earnings from some system of payment by results, by industry	85
149	Whether receive any earnings from some system of payment by results, by industry	
150	Whether receive any earnings from some system of payment by results, by occupation	86
151	Proportion of employees receiving earnings from some system of payment by results	
152	Whether in favour of abandoning payment by results as a component of earnings	
153	Whether in favour of introducing payment by results as a component of earnings, by industry	87
154	Whether would prefer to be paid by some system of payment by results, by industry	
155	Opinion on whether a fair wage or salary received or not, by industry	
156	Opinion on whether a fair wage or salary received or not, by occupation	88
157	Whether trend of demand for products/services had changed in the previous year, by industry	
158	Whether changes in demand had affected industrial relations, by industry	89
159	Ways in which changes in demand affected industrial relations	
160	Efficiency of management in handling production matters	90

Chapter 8 - Limited Comparisons with Donovan Survey

161	Comparison of frequency of training courses	91
162	Comparison of stewards' access to management	92
163	Comparison of point of view taken by stewards	
164	Comparison of whether lower management are more or less ready to agree to union demands than senior management	
165	Comparison of reasonableness of stewards	93
166	Comparison of frequency of forms of pressure other than strikes	

Chapter 9 - Further Comparisons and Overall Analysis

Table

167	Whether amount of negotiating activity has changed since taking on present position	95
168	Comparison of pairings on questions of fact	96
169	Comparison of pairings on questions of attitude	97
170	Correlation matrix of associated variables - all situations	98
171	Correlation matrix of associated variables - situations with stewards	99

LIST OF APPENDIX TABLES

CHAPTER 2 - THE PARTIES

Table		Page
1	Whether a union member, by industry (Foremen)	A42
2	Advantages of belonging to a union, by industry (Employees)	
3	Disadvantages of belonging to a union, by industry (Employees)	A43
4	Ways in which union could do more, by industry (Employees)	
5	Whether wanted present position as steward, by industry (Stewards)	A44
6	How union workplace policy is decided, by industry (Union officers)	
7	Average number of members each officer responsible for, by industry (Union officers)	
8	Frequency of contact with stewards and other members in situation, by industry (Union officers)	A45
9	How often officers have direct contact with ordinary members, by industry (Union officers)	
10	Whether taken part in last 12 months in meetings with members and stewards apart from branch meetings, by industry (Union officers)	
11	Whether regular meetings of stewards held by officer, by industry (Stewards)	
12	How often foremen settle grievances and claims without reference to higher management, by industry (Foremen)	A46
13	Whether higher management keep foremen well informed when they decide issues with stewards, by industry (Foremen)	
14	Extent to which management appreciate foreman's problems in dealing with stewards, by industry (Foremen)	
15	Whether separate personnel staff with industrial relations functions, by industry (Senior managers)	A47
16	Whether establishment autonomous, by industry (Senior managers)	
17	Whether a union member, by occupation (Employees)	
18	Means of contacting stewards (Union officers)	

CHAPTER 3 - UNION RECOGNITION AND THE SCOPE OF BARGAINING

19	Management attitude in not recognising unions, by industry (Employees)	A48
20	Whether opportunities for communicating with stewards or other members are satisfactory, by industry (Union officers)	
21	Number of issues ever personally settled with union officers, by industry (Senior managers)	
22	Number of issues ever personally settled with stewards, by industry (Lower managers)	A49
23	Number of issues ever discussed with stewards, by industry (Foremen)	
24	Whether amount of negotiating activity has changed since becoming manager, by industry (Lower managers)	
25	Whether amount of negotiating activity has changed since becoming foreman, by industry (Foremen)	A50
26	Whether range of issues negotiated has changed since becoming manager, by industry (Lower managers)	
27	Whether range of subjects negotiated has changed since becoming foreman, by industry (Foremen)	
28	Whether any questions which it was felt officers and stewards ought to be able to discuss and decide with management, by industry (Union officers)	A51
29	Issues ever personally settled (Senior managers, Lower managers, Foremen, Stewards)	A52
30	Whether amount of negotiating activity has changed since becoming manager, by size of i.r. situation (Senior managers)	
31	Whether amount of negotiating activity has changed since becoming manager, by type of production or technology (Senior managers)	
32	Whether range of issues negotiated has changed since becoming manager, by size of i.r. situation (Senior managers)	

CHAPTER 4 - PROCEDURES REGULATING RELATIONSHIPS BETWEEN MANAGEMENT, UNION
AND EMPLOYEES

Table		Page
33	Preference for dealing with officer or steward when either able to settle an issue, by industry (Senior managers)	A53
34	The main subjects covered by written workplace agreements, by industry (Senior managers)	
35	Opinion on usefulness of national agreement, by industry (Senior managers)	
36	Opinion on usefulness of national agreement, by industry (Union officers)	A54
37	How often officers usually had contact with management in last 12 months, by industry (Union officers)	
38	Proportion of grievances involving intervention of officer, by industry (Senior managers)	
39	Whether would like to play more important part in domestic negotiations, by industry (Union officers)	
40	Importance of officers and stewards in system of negotiation and consultation, by industry (Senior managers)	A55
41	Proportion of issues raised which management disagreed with (regardless of outcome), by industry (Union officers)	
42	Ways in which arrangements for dealing with grievances and claims work smoothly, by industry (Senior managers)	
43	Whether think procedure for dealing with workers' grievances and claims works well, by industry (Foremen)	A56
44	Issues discussed and raised (Union officers)	
45	Reasons why arrangements for dealing with grievances and claims do not work well (Senior managers)	
46	How arrangements for dealing with grievances and claims can be improved (Senior managers)	

CHAPTER 5 - PROCEDURES IN ACTION

47	What steward does for employees, by industry (Employees)	A57
48	Points of view usually taken by stewards, by industry (Foremen)	
49	Officers' opinion of stewards' work, by industry (Union officers)	A58
50	Whether stewards too ready or too slow to contact officer, by industry (Union officers)	
51	Relative experience of stewards in sampled establishments, by industry (Union officers)	
52	Relative militancy of stewards in sampled establishments, by industry (Union officers)	A59
53	Whether lower management are more or less ready to agree to union demands than senior management, by industry (Lower managers)	
54	Whether management in situation is more or less reasonable than that of other firms in same industry, by industry (Union officers)	
55	Whether stewards demands are reasonable, by industry (Lower managers)	A60
56	Whether can obtain quicker and better results by using strikes and other forms of pressure before exhausting constitutional procedure, by industry (Union officers)	
57	Whether workers are justified in withdrawing their labour or using other forms of pressure in breach of procedure, by industry (Union officers)	
58	One way of improving industrial relations, by industry (Lower managers)	A61
59	One way of improving industrial relations, by industry (Union officers)	
60	Whether steward has enough influence over members (Stewards and Employees)	

CHAPTER 6 - 'EPISODES' INVOLVING INDUSTRIAL RELATIONS

Table		Page
61	Whether change put into effect at time of interview (All informants)	A62
62	Who first proposed the change (All informants)	
63	Whether consultation with employees or their representative (All informants)	
64	Whether employees given notice of when the change was due to take place (All informants)	
65	Whether any disagreement between employees and management (All informants)	A63
66	Whether employees threatened or took industrial action (All informants)	
67	Whether union officer brought into the negotiations (All informants)	
68	What the union tried to do (All informants)	
69	Whether proposals implemented unchanged (All informants)	A64
70	Whether any resulting change in procedure (All informants)	
71	Who was thought to benefit (more than others) from the change (All informants)	
72	Types of (most recent) episode named by average of informant types, by industry (All informants)	A65
73	Whether proposed change put into effect at time of interview, by industry (All informants)	
74	Who first proposed the change, by industry (All informants)	
75	Whether consultation with employees or their representatives, by industry (All informants)	A66
76	Whether employees given notice of when the change was due to take place, by industry (All informants)	
77	Whether any disagreement between employees and management, by industry (All informants)	
78	Whether employees threatened or took industrial action, by industry (All informants)	
79	Whether union officer brought into the negotiations, by industry (All informants)	A67
80	Whether proposals implemented unchanged, by industry (All informants)	
81	Whether any resulting change in procedure, by industry (All informants)	
82	Who was thought to benefit (more than others) from the change, by industry (All informants)	

CHAPTER 7 - OTHER ASPECTS OF WORKPLACE RELATIONS

83	Whether any workers supervised receive any of their earnings from some system of payment by results, by industry (Foremen)	A 68
84	Whether any members receive any of their earnings from some system of payment by results, by industry (Stewards)	
85	Whether would prefer employees to be paid on some system of payment by results, by industry (Foremen)	
86	Whether would prefer members to be paid on some system of payment by results, by industry (Stewards)	A 69
87	Whether any groups of employees whose wages are usually adjusted as a result of union settlements elsewhere, by industry (Senior managers)	



CHAPTER 1 — GENERAL SUMMARY

CHAPTER 2 - The Parties

Nearly two-thirds of employees in the sampled situations were members of a union - a proportion above the average for the total working population because of the industrial distribution of the sampled establishments. Most unionised employees saw advantages in belonging to a union and only four in ten saw some disadvantages. Three-quarters of the employees were satisfied with what the union did for them, but more than a third thought it could be more. Multi-unionism existed in about two-thirds of the unionised situations sampled, and was most common in engineering and public industries.

There were shop stewards in four-fifths of unionised situations and a senior level steward or stewards in half. Three-quarters of managements allowed stewards to hold workplace meetings. Three in five stewards in situations where there was more than one steward were able to attend meetings with other stewards held at the establishment. Most stewards got their job without opposition from other candidates, but nearly a quarter had to be persuaded to take it on.

Few union officers had frequent direct contact with ordinary members, and less than half of the stewards said their officer held regular meetings of stewards. Nearly a third of stewards sometimes had difficulty in contacting their officer, and two in five wanted more contact.

An analysis of the structure of the situations sampled revealed that, on average there were three industrial relations situations (headed by a separate senior manager) per establishment, more than half the situations were in establishments with separate personnel staff, and nearly a quarter of the situations were in establishments which were independent. On average there were three levels of management for industrial relations purposes above the ordinary employee, and seven foremen groups in each situation.

Three in four foremen said they sometimes settled problems raised by union members without bringing in their steward. Most foremen felt their decisions about industrial relations were backed up by higher management.

About two-thirds of managers said their establishment was a member of an employers' association.

CHAPTER 3 - Union Recognition and the Scope of Bargaining

Unions were recognised by management in about two-thirds of situations where there were some union members but in only one-third of office situations. Management reactions to possible requests for union recognition were varied, but only a quarter of managers not recognising managerial and supervisory unions said they would object to such a request.

In most situations where the steward was allowed to hold workplace meetings the employees thought that the facilities were adequate. Very few stewards were dissatisfied with their opportunities to contact members at the workplace, but one in three were dissatisfied with the physical facilities they had to carry out their job.

Two-thirds of firms ran or sponsored industrial relations' courses, in nearly all cases for management, and in 47% of cases there were also courses for stewards. Nearly half of the foremen and 43% of the stewards had taken part in such courses.

Much more workplace bargaining occurred between managers and shop stewards than between managers and union full-time officers. The average number of issues (grouped under the headings of wages, working conditions, hours of work, discipline, employment) personally settled by managers with stewards was 12, and stewards reported an average of 7 issues covered by a collective agreement. Stewards were often seeking to improve on a national agreement in the subjects they did settle. Many more informants on both sides thought that the amount of negotiating activity and the range of issues negotiated had increased rather than decreased since they had been in office. Nearly half of the stewards and union officers wanted to extend their range of bargaining with management, but in this they were supported by only one in six employees. About a quarter of the foremen had been asked by a steward to give him the right to discuss additional issues, and nearly half of these foremen said they agreed to discuss and settle the issue.

The average amount of time spent dealing with stewards was five hours per week for senior managers and three hours for lower managers. Foremen said the time they spent dealing with grievances and claims advanced by union members and stewards averaged two hours per week.

CHAPTER 4 - Procedures Regulating Relationships Between Management, Union and Employees

72% of managers said their establishment had some kind of joint committee or council. Just over half said their establishment was subject to a written national agreement. Two in five managers said they had a written agreement which applied above workplace level and a similar proportion of managers, but half of the stewards, said they had a written workplace agreement for settling grievances and claims. However, more managers (58%) than stewards (20%) said they had an unwritten workplace procedure and, according to foremen, custom and practice was more common than written procedures.

Most managers thought their agreements were useful, especially the workplace ones. High proportions of stewards thought procedures, both at and above workplace level, dealt with all the issues they wanted to raise and enabled them to get to the right level of management quickly. However, around half of the stewards thought there was scope for improving procedure at both levels.

Stewards' access to management appears to be much easier than what is 'supposed' to happen. For instance, most of the managers who said their stewards were supposed to get the foreman's permission before contacting higher management also said the stewards had ways of by-passing the foreman. The answers of foremen generally confirmed those of management. Nearly all who dealt with stewards said that those stewards sometimes contacted management by directly approaching the higher level. Nearly all stewards said they were allowed to contact management above foremen level whenever they felt it necessary. Seven out of ten stewards could make direct contact, but the rest had to go through the foreman. Most stewards were satisfied with their access to management. The proportion of stewards 'very satisfied' with access was greatest where contact was always informal, but dissatisfaction was least where there was a mixture of formal and informal contact.

Three in five senior managers in situations where there were stewards dealt directly with stewards very or fairly frequently. Nearly half the employees worked together with their steward, the rest were able to meet him fairly frequently.

A majority of senior managers thought stewards were more important, in their system of negotiation, than full-time officers. Lower managers were even more convinced of the importance of stewards and both levels of management preferred dealing with stewards. Most stewards thought officers played a 'very' or 'fairly' important part in local negotiations.

Four in five foremen said they sometimes represented their workers' views to management and two in five of both managers and foremen said they sometimes received representations on behalf of workers other than by stewards. More than a third of employees claimed to have (or to be) a spokesman, and most employees who had both steward and a spokesman said the two co-operated in matters of industrial relations (in many respects the roles of spokesman and steward appear to be similar).

About two-thirds of the senior managers thought the arrangements for dealing with employees' grievances and claims worked very well. Nearly all foremen thought their workers' grievances and claims were handled with reasonable speed, and two-thirds of employees said the same. Stewards rated management efficiency in handling industrial relations lower than did union officers.

CHAPTER 5 - Procedures in Action

To get some idea of the amount of industrial relations activity managers and foremen were asked how many grievances or problems arose among their employees. The maximum amount of industrial relations activity seems to have been occurring immediately above foreman level. More than two-thirds of employees said people in their work group sometimes had grievances and claims that they took to management. Three-quarters of employees in union situations took grievances to management compared with just over half in non-union situations.

Four in five employees sometimes brought problems to their steward without first contacting the foreman. Both stewards and foremen tended to think that wage issues were most likely to cause disagreement between the stewards and their members. More employees thought their steward did not try to get his own way enough with the members than thought he tried too much. A small majority of senior managers thought stewards were inclined to take the workers' point of view, but a clear majority of employees thought he took a 50/50 view between workers and management. Most managers thought that stewards helped in varying degrees to solve industrial relations problems, and more than half thought they also helped with production problems.

About half of the employees said that their personal earnings had been increased as a result of their stewards' efforts. Nine out of ten stewards thought their work was accepted willingly by management, but union officers were not quite so convinced of this. A quarter of stewards, however, thought their work was taken for granted rather than appreciated by their union. Only one in twelve employees and stewards thought management's attitude to unions was not fair.

More informants thought that lower management was less ready than senior management to agree to union demands than thought vice versa. A majority of managers and foremen thought that stewards' demands were usually reasonable. Foremen, as compared with employees, stewards and union officers gave more credit to management for doing a lot to establish good industrial relations. More employees rated their management strict than indulgent in rule-making and handling industrial relations, but in other dealings with people management were slightly more often rated positively than negatively.

The various types of informant were asked about strikes during the previous two years - managers and stewards about the whole situation, foremen and employees about the particular work group. About a third of managers and stewards said they had had a non-national strike in the previous two years, and a quarter of foremen said such a strike had affected their work group. About a third of employees in unions reported strikes compared with one in twelve of employees not in unions.

Strikes were more frequent in situations with larger members of employees and where managers said that many grievances came to their level. More strikes were reported where there were written agreements above and at workplace level. There were twice as many strikes where managers thought national agreements were not useful as there were in situations where such agreements were thought useful. Only a fifth of managers who thought arrangements for dealing with grievances worked well reported strikes, but nearly three-fifths who thought the arrangements worked only fairly well or not very well had strikes. Stewards' answers showed there were more strikes where higher levels of management were thought less reasonable, in situations where the stewards felt there was scope for improving workplace procedure and where they were dissatisfied with their access to management. Among employee trade unionists who thought that managements' attitude to unions was not reasonably fair, nearly half reported strikes.

Overtime bans, threats to strike, and working to rule were the most frequent types of pressure used besides strikes. A large majority of employees and stewards preferred going through the procedure for settling disputes to strikes and other forms of pressure. In contrast, union officers were almost equally divided over the effectiveness of strikes versus exhausting the procedure. Majorities of about two to one employees were in favour of strikes in three specific circumstances: management breaking an agreement, delaying dealing with grievances, or discharging workers unfairly. Stewards were slightly more inclined than employees to favour strikes in specific circumstances. But only minorities favoured strikes in any situation to get what was wanted.

About a fifth to nearly a third of all types of informant said the way to improve relations between workers and management was to introduce better consultation procedure or communications. Smaller minorities suggested other improvements, such as better conditions of pay, a more reasonable attitude by both sides or a more efficient formal procedure.

CHAPTER 6 - 'Episodes' Involving Industrial Relations

In each of the sampled workplaces all informants were asked about one particular 'episode' which had recently affected industrial relations. Six representative episodes are described in detail - one productivity bonus scheme, one change in method of payment, a series of redundancies, a proposed introduction of new equipment, a change in method of working and a takeover. Several general conclusions are drawn from the qualitative and quantitative analysis. Very often people in the same situation gave different answers to detailed questions of fact, although they were not always talking about the same extent of a given episode. For example, an employee's knowledge of the scope and phasing of redundancies, a new pay deal, or change in method of working would often be less than that of a manager or steward.

In many cases the episode appears actively to involve management and workers' representatives, but not the workers themselves. Sometimes there is probably tacit, if not explicit, agreement that the matter be left to representatives of both sides to iron out. In such cases the employees' answer 'no consultation' does not necessarily imply dissatisfaction or criticism. But many episodes seem to be conducted by both management and workers' representatives in a way that leaves the ordinary worker feeling that he has had no part in deciding the form, timing and implementation of changes which affect his working life.

CHAPTER 7 - Other Aspects of Workplace Relations

In about half of the situations surveyed at least some employees were on some system of payment by results. The managers of these employees were mostly not in favour of abandoning it as a component of earnings, while those without employees on payment by results were generally not in favour of introducing it. The employees themselves (whether or not they were on payment by results) were about equally divided on this question, a small majority of foremen were in favour of payment by results, and a small majority of stewards were against it.

Two-thirds of the employees thought they received a fair wage or salary. About half the managers who had experienced a change in product demand said that this had affected industrial relations in their situation. The negative effects, such as reduction in jobs, earnings and satisfaction were more often spoken of than the positive effects such as increase in jobs, earnings and satisfaction. A quarter of the senior managers had employees whose wages they usually adjusted as a result of union settlements to which their firm was not actually a party, and in nearly half the cases they paid above the union rates.

Most foremen thought they had adequate scope to ensure that the work they supervised was done efficiently, but two-fifths thought it could be better organised and arranged. Four out of five employees had the chance of suggesting to management better ways of doing the job (either directly to their superior or through a suggestion box) and more than half of those who did not would have liked the chance.

About a third of all foremen were personally responsible for engaging workers and nearly a quarter could personally dismiss a worker on their own authority. Only one in twelve said that the foreman let them know very often whether or not he was satisfied with their work, and two-fifths said that no one above foreman level ever came round to see them personally about any aspect of the work they did. Among those employees who did sometimes have such visits, the three most frequent reasons were said to be inspection of the work (half the employees visited), to criticise or find fault, and a general chat to ask how the employee was getting on.

Three out of ten foremen said there were circumstances in which they could impose penalties to discipline workers. The circumstances were mainly bad time-keeping, faulty workmanship and misconduct on the job. Nearly all foremen thought that matters of discipline were dealt with fairly in their workplace, a view that was shared by a majority of stewards.

CHAPTER 8 - Limited Comparisons with Donovan Survey

Because of the different sampling designs, it is not possible to make a proper comparison of the results of the 1972 and Donovan surveys. However, a limited comparison suggests that on certain questions - eg, the frequency of firms running courses in industrial relations, and managers' views of the reasonableness of stewards - there may have been a change since Donovan. In general, the trends in workplace relations noted in the Donovan survey were confirmed in the 1972 survey, and in some ways the trends seem to be even more marked. Common points emerging from the two surveys include: a well developed system of representation in most unionised workplaces; a network of informal practices and 'short-cuts'; the reasonable and moderating influence of shop stewards; and the marginal role played by full-time union officers.

CHAPTER 9 - Further Comparisons and Overall Analysis

A comparison of answers by pairs of informants in the same situation shows that the extent of agreement observed on attitude questions was generally no better than would have been expected to occur by chance. Even on apparently 'factual' questions, such as whether the situation was subject to any national or workplace written agreements, the extent of agreement observed was very little better than chance. Correlational analysis is used to describe the degree of association of answers between selected variables. Overall, industry is the variable most strongly influencing answers in the survey, followed by type of production or technology and size of situation.

CHAPTER 2 — THE PARTIES

In this chapter we present information about trade union organisation at the workplace and various matters related to management structure and functions.

2.1 UNION ORGANISATION

2.1.1 Union membership

Information about the trade union membership of employees was obtained from three sources: senior managers were asked whether any of the employees in their situation were members (table 1); foremen were asked whether any of the workers they supervised were members (table 2); and employees themselves were asked whether they were members (table 3).

Table 1

Whether any employees are in a union
by industry*

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	81	92	94	86	86	55	100	95	41
No	14	6	1	14	6	45	-	-	45
Don't know	1	-	4	-	-	-	-	-	3
Not answered	4	2	1	-	8	-	-	5	11
Total (% base)	100 (307)	100 (45)	100 (57)	100 (32)	100 (59)	100 (21)	100 (17)	100 (27)	100 (49)

Table 2

Whether any of the workers supervised are members of a
union by industry

Foremen

	%	%	%	%	%	%	%	%	%
Yes	74	87	75	76	82	44	100	100	36
No	25	12	25	24	18	56	-	-	64
Not answered	1	1	-	-	-	-	-	-	-
Total (% base)	100 (288)	100 (48)	100 (51)	100 (32)	100 (57)	100 (18)	100 (16)	100 (26)	100 (40)

* The eight headings in this and subsequent 'industry' tables represent a condensed version of the Standard Industrial Classifications as follows. The condensation had to be made because of small samples of situations in some SICs.

Metal manufacture, etc.	SICs VI, IX, XI, XII
Mechanical and instrument engineering	SICs VII, VIII
Food, drink and tobacco	SIC III
Chemicals, textiles, etc.	SICs V, XIII, XV - XIX, part of XXII
Distributive trades	SIC XXIII
Public industries - Transport & comm.	most of SIC XXIII
" " - others	SIC XXI, part of II, VI, VII, XI
Office, etc.	Situations where the main activity was ancillary to the type of production or service of the particular industry - mainly offices and warehouses

Table 3

<u>Employees</u>	<u>Whether a union member by industry</u>								
	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	63	70	66	68	61	35	98	96	33
No	37	30	34	32	39	65	2	4	67
Total (% base)	100 (857)	100 (127)	100 (166)	100 (94)	100 (149)	100 (60)	100 (47)	100 (78)	100 (136)

Establishments in SICs XX (Construction) and XXIV-XXVI (various services) were excluded from the survey, but if the total columns had included these industries in their correct proportions the percentages in tables 1-3 would have been about 60, 50, and 40 respectively. 72% of men employees were unionists compared with 40% of women. Among occupational groups, semi-skilled employees had the highest proportion of union members (table A 17).

Foremen were asked whether they themselves were members of a union. In total just under a half were - nearly all of those in the public industries, but only a fifth of those in office situations (table A 1).

Employees were invited to state what they saw as the advantages and disadvantages of belonging to a union. Seven out of eight members saw some advantages, although the proportion was lower in the distributive trades (table A 2). The advantages mentioned covered quite a wide range. Two out of five members saw some disadvantages - mostly having to follow the majority decision or the cost of the subscription (table A 3). There were some differences of opinion among occupational groups: skilled workers (22%) more often saw the subscription as a disadvantage, and semi-skilled workers generally saw fewer disadvantages.

In nearly three-quarters of the sampled situations (but in only a half of those in the distributive trades) the selected employees were satisfied with what their union did for them (table 4). But in more than a third of the situations the employees thought there were ways in which their union could do more for them (table 5). This was particularly felt in the non-transport part of the public sector, and was less often felt in offices.

The ways in which it was felt unions could do more for members are shown in table A4.

In all industries the most frequent type of answer was that the union should be more in contact with the members and keep them better informed of decisions and proposals.

Table 4

<u>Employees</u>	<u>Whether satisfied with what the union does by industry</u>								
	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	73	64	74	95	80	51	74	62	70
No	20	30	19	4	14	24	22	32	17
Don't know	6	6	7	1	6	23	-	5	13
Not answered	1	-	-	-	-	2	4	1	-
Total (% base)	100 (541)	100 (89)	100 (108)	100 (65)	100 (91)	100 (21)	100 (47)	100 (75)	100 (45)

Table 5 Whether there are ways in which the union could do more by industry

<u>Employees</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%	%	Transp	Other	%
Yes	36	34	34	27	38	40	43	53	21
No	61	60	65	73	60	60	51	44	73
Don't know	3	6	1	-	2	-	6	3	6
Total	100	100	100	100	100	100	100	100	100
(% base)	(541)	(89)	(108)	(65)	(91)	(21)	(47)	(75)	(45)

2.1.2 Multi-unionism

Senior managers and shop stewards were asked whether there was more than one union representing employees in the situation, and foremen whether there was more than one union representing the workers they supervised. Multi-unionism was generally most common in the engineering and public industries (tables 6-8). 75% of senior stewards said there was more than one union in the situation.

Table 6 Whether more than one union representing employees by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%		Transp	Other	%
Yes	64	54	81	55	61		83	82	47
No	29	42	13	45	26		17	13	32
Don't know	2	-	5	-	4		-	-	-
Not answered	5	4	1	-	9		-	5	21
Total	100	100	100	100	100		100	100	100
(% base, those negotiating with unions)	(260)	(43)	(54)	(27)	(56)	(11)	(17)	(27)	(25)

Table 7 Whether any other unions representing employees by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	57	53	79	21	73		45	71	46
No	42	46	16	79	27		55	29	54
Don't know	1	1	5	-	-		-	-	-
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)	(17)

Table 8 Whether more than one union representing employees supervised by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	37	42	47	13	24		60	70	
No	62	57	53	87	76		40	30	
Not answered	1	1	-	-	-		-	-	
Total	100	100	100	100	100		100	100	
(% base, those (260) in union situations)	(260)	(43)	(54)	(27)	(56)	(11)	(17)	(27)	(25)

In the 57% of situations where there was more than one union representing employees, 41% of stewards said they sometimes acted on behalf of another union's members besides their own. 25% of stewards in multi-union situations said that issues they wanted to discuss with management involved other union's members very often, 29% said fairly often, 32% seldom and 13% never. The frequency of multi-union meetings between stewards is dealt with in section 2.1.5.

Few foremen in multi-union situations had to deal 'very often' (5%) or 'fairly often' (7%) with grievances or claims involving more than one union. Nearly a third of all foremen (nearly a half in non-transport public industries) never dealt with multi-union grievances.

2.1.3 The steward system

We obtained information about the presence of shop stewards or their equivalents from four sources. The questions put were -

To senior and lower managers: are there any stewards in the situation? (table 9).

To foremen: are there any stewards representing the workers you supervise? (table 10).

To employees: do you have a shop steward? (table 11).

Table 9

Whether any shop stewards or equivalent are present by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Yes	81	88	84	92	72		93	92	63
No	13	10	15	8	17		7	4	16
Don't know	1	-	-	-	3		-	-	-
Not answered	5	2	1	-	8		-	4	21
Total	100	100	100	100	100		100	100	100
(% base, those in union situations)(260)		(43)	(54)	(27)	(56)	(11)	(17)	(27)	(25)

Table 10

Whether steward or equivalent representing workers supervised by industry

<u>Foremen</u>		96	89	91	83		88	98	
Yes	89								
No	11	4	11	9	17		12	2	
Total	100	100	100	100	100		100	100	
(% base, those in union situations)(216)		(42)	(38)	(24)	(48)	(8)	(16)	(26)	(14)

Table 11

Whether represented by a steward or equivalent by industry

<u>Employees</u>		95	91	94	86	78	93	94	88
Yes	91								
No	9	5	9	6	14	22	7	6	12
Total	100	100	100	100	100	100	100	100	100
(% base, those in union situations)(541)		(89)	(108)	(65)	(91)	(21)	(47)	(75)	(45)

Senior stewards or conveners were present in about half the unionised situations, rising to about three-quarters in engineering (table 12).

Table 12

Whether a senior steward or convener is present
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Yes	50	68	66	29	46	45	49	32
No	43	30	32	71	44	55	40	37
Don't know	1	-	1	-	-	-	6	6
Not answered	6	2	1	-	10	-	5	25
Total (% base)	100 (225)	100 (38)	100 (46)	100 (25)	100 (45)	100 (8)	100 (16)	100 (21)

The average sizes of stewards' constituencies are shown in table 13. The average size of senior stewards' constituencies was about 600, but because of small base numbers further analysis is not possible.

Table 13

Average numbers of members represented
by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
(base)	85 (179)	60 (33)	80 (29)	100 (21)	80 (31)	100 (7)	100 (16)	130 (25)

In 37% of situations the sampled steward said that all his members were supervised by the one forman (interviewed as first-level supervision with some responsibility for industrial relations).

2.1.4 Stewards' meetings with members

In a large majority of situations the selected employees said the management allowed their steward to hold meetings of members at the place of work (table 14). Among the small sample of unionised distributive trades situations this was less often the case.

Table 14

Whether management allows steward to hold meetings at
workplace by industry

<u>Employees</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Yes	76	69	81	90	71	35	81	76
No	11	12	10	7	15	34	15	11
Don't know	13	19	9	3	14	31	4	13
Total (% base)	100 (491)	100 (85)	100 (98)	100 (61)	100 (79)	100 (16)	100 (43)	100 (70)

Further information about workplace meetings called by stewards was obtained from foremen and from the stewards themselves. In 60% of situations where stewards were present the foreman said meetings were held during working hours and in 57% that they were held during breaks. In 90% of cases foremen said that permission for the meetings had to be obtained first. In 53% of situations the steward said he held meetings during working time, 49% during breaks, and 34% before or after work.

2.1.5 Meetings between Stewards

In 93% of sampled situations with steward representation there was more than one steward. In these situations the sampled steward was asked whether there were any regular meetings held at the establishment between stewards but excluding representatives of management: 59% said there were, but there was substantial variation between industries (table 15). With transport, the difficulty of defining 'establishment' and the mobile nature of many jobs help to explain the lower proportion of workplace meetings, but these factors do not apply in chemicals and textiles.

Table 15 Whether any regular meetings which stewards can attend (without management) by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
							Transp	Other	
Yes	%	%	%	%	%		%	%	%
No	59	71	80	68	31		37	66	53
	41	29	20	32	69		63	34	47
Total	100	100	100	100	100		100	100	100
(% base, those where more than one steward)	(167)	(31)	(28)	(20)	(29)	(4)	(15)	(23)	(17)

We distinguished four types of steward meeting, and table 16 shows the proportion of situations where the sampled steward said the particular type of meeting was held. In 42% of situations with more than one steward (56% with senior stewards) there was a shop steward committee of some kind. 85% (83%) of these committees were said by stewards to have negotiating rights.

Table 16 Types of meetings between stewards

<u>Stewards</u>	
Meetings of stewards held from:	Total
Own union, own workplace	38%
Own union, different workplaces	7%
Different unions, own workplace	26%
Different unions, different workplaces	6%
At least one of the above types	59%
(% base, those where more than one steward)	(167)

2.1.6 Characteristics of stewards

The average age of stewards in the sample was 43 years and of senior stewards 44 years. 89% of stewards and 91% of senior stewards were men. Stewards had represented their members for an average of 4 years, and had been continuously employed at their place of work for an average of 15 years. The corresponding figures for senior stewards were 4 years and 8 years.

28% of stewards held another office in their union. In transport situations the figure rose to 43%, but it must be remembered that the system of local representation is somewhat different in the NUR as compared with other unions. Most of the other offices held by stewards were either branch committee member or branch secretary. 54% of senior stewards held another union office, and these offices tended to include a wider range of branch posts and committee memberships than in the case of 'ordinary' stewards.



We asked stewards about the circumstances in which they first took on their present term of office. The various possibilities are set out in table 17.

Table 17 Method of election

	Stewards	Senior stewards
	%	%
In an unopposed election when the previous steward resigned	46	47
In an unopposed election as the first steward in the job	22	13
No-form of election	10	8
Total unopposed	78	68
In a contested election when the previous steward resigned	14	11
By defeating the previous steward	5	17
In a contested election as the first steward in the job	2	4
Total opposed	21	32
Not answered	1	2
Total	100	100
(% base)	(179)	(76)

44% of stewards (58% of senior stewards) had had to stand for re-election while representing their present members. In about a quarter of cases the election was an opposed one. Opposed elections were mostly experienced once only by stewards, but more regularly by senior stewards.

Just over half of the stewards both wanted their union job and were asked to take it on (table A5). The remainder were evenly divided between those who wanted it and those who had to be persuaded to take it on. In food, drink and tobacco situations nearly all the stewards both wanted the job and were asked.

Only 3% of the stewards interviewed said they spent on average 30 or more hours a week on their duties as a steward. Among senior stewards the figure rose to 28%. Stewards spent on average 6 hours a week as stewards, and senior stewards spent on average about 20 hours. 3% of senior managers and 4% of lower managers said that some of their stewards spent all their time at work (with management agreement) on union business.

2.1.7 Union branch organisation

In nearly three-quarters of sampled situations the steward said that all the members he represented belonged to the same union branch. Table 18 shows that there was some variation by industry. 63% of senior stewards said that all the members they represented belonged to the same branch.

Table 18

Whether all members steward represents belong to same union branch by industry

Stewards	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	73	81	63	91	81		69	51	75
No	27	19	37	9	19		31	49	25
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(15)	(25)	(17)

Stewards whose members were not all in the same branch were asked whether it would help them to communicate with their members and report back if they were organised in the same branch. 36% said yes, 9% said it was impracticable because their members were scattered, and the rest said it would make no difference.

63% of stewards said they sometimes used branch meetings to formally discuss grievances and claims of members. In food, drink and tobacco situations the figure was much below average (table 19). 35% of stewards said they sometimes used branch meetings to formally decide workplace policy, but here the industrial variation was small.

Table 19 Whether union branch meeting ever used to formally discuss grievances and claims of members by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textsl &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%		%	%
Yes	63	66	56	29	69		68	66
No	36	33	44	71	31		28	34
Not answered	1	1	-	-	-		4	-
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)
								(17)

According to officers, the most frequent method of deciding workplace policy was by workplace meetings which the officer did not attend (table A6). Not far behind in frequency came workplace meetings which the officer did attend, and branch meetings, and these methods were the most frequent ones in food, drink and tobacco situations.

Four in five stewards and two in three senior stewards depended entirely on the place of work for contacting members (table 20). Most of the rest depended 'quite a lot'. In engineering there was almost complete dependence on the workplace.

Table 20 How much stewards depend on place of work for contacting members by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textsl &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%		%	%
Depend entirely on workplace	78	72	98	81	76		79	67
Quite a lot	17	21	2	17	21		8	23
Not very much	3	7	-	2	2		3	7
Other answers	2	-	-	-	1		10	3
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)
								(17)

2.1.8 Union role of full-time officers

Officers had on average held their present posts for nine years. Their average workload analysed according to the industry of the establishment in respect of which they were sampled is shown in table A7.

The contact between union officers and stewards or other members was less frequent than between stewards and their members (see table 81). But every officer in the sample had had some sort of contact with stewards or members in the sampled establishments during the previous twelve months (table A8). Contact was more frequent in food, drink and tobacco and less frequent in engineering. There were many different forms of contact, as shown in table A18.

There was considerable industrial variation in the degree to which officers had direct contact with ordinary members as opposed to communicating via stewards or other intermediaries (table A9). On average only 10% of officers said they had such contact 'very often' but the only two industries accounting for this figure were food, drink and tobacco (44%) and public industries (22%).

In 79% of situations the sampled steward had been in touch at least once with his officer on union business during the last twelve months. The average number of contacts (where there were any) was about twelve. The only industry to differ significantly from the average was food, drink and tobacco, in which 95% of stewards had contacted their officer an average of eighteen times.

The degree to which officers had taken part in meetings with members and stewards at particular workplaces (apart from branch meetings) varied considerably by industry (table A10). Overall the figure was 70%, but it was up to 97% in food, drink and tobacco and down to 50% in metal manufacture. In 64% of establishments officers said they had in the last twelve months organised meetings specially for stewards who worked there. A parallel question to stewards asked whether the officer held regular meetings of stewards (table A11). Less than half the stewards said they did, but in food, drink and tobacco situations the figure rose to 82%.

30% of stewards sometimes had difficulty in contacting their officer as and when needed (table 21). Very few stewards in transport situations had this difficulty but more in chemicals, textiles and non-transport public industries. A sizeable minority of stewards (38%) would have liked to have more contact with their officer, but this applied to only small minorities in engineering, food, drink and tobacco (table 22).

Table 21

Whether any difficulties experienced in contacting officer as and when needed by industry

<u>Stewards</u>	Total	Metal Mech, manuf instr &c	Food, drink & engr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Yes (incl 'some-times')	30	34	23	19	47		6	45
No (never any difficulty)	59	53	65	79	43		76	34
Never contact officer	8	8	12	2	10		18	7
Not answered	3	5	-	-	-		-	14
Total	100	100	100	100	100		100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)

Table 22

Whether stewards would like more contact with officers
by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chem, textils &c	Distrib trades	<u>Public</u>		Office &c
							Transp	Other	
Yes	38	59	16	19	41		36	51	50
No	57	37	82	81	57		57	33	50
Don't know	1	-	2	-	2		-	2	-
Not answered	4	4	-	-	-		7	14	-
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)	(17)

57% of officers had had contact with the officers of another union in connection with the sampled establishment. This figure varied insignificantly between industries, except that in food, drink and tobacco it was only 9%. Of those officers having such contact, 53% said it was seldom, 29% fairly often, and 18% very often.

2.2 MANAGEMENT ORGANISATION

2.2.1 The structure of 'industrial relations situations'

In this section we outline certain structural features of the situations which were the basic units within which we drew interlocking samples for interview. Brief comments are made on industrial variations, and elsewhere in this report an occasional reference is made to the way in which answers of informants differed according to one of the structural variables. No consistent attempt, however, was made to relate these variables to all the subjects of the survey, since preliminary analysis suggested that the influence of these variables was not great.

Five variables were measured, the first three referring to the establishment as a whole and the other two to each sampled situation: (a) the number of situations per establishment, (b) whether there were separate personnel staff with industrial relations functions on the premises, (c) whether the establishment was independent or one of a number of establishments belonging to the same organisation, (d) the number of levels of management (for industrial relations purposes) above the ordinary employees, and (e) the number of 'foremen' groups.

- (a) On average there were three situations per establishment, but in the distributive trades three-quarters of the establishments had only one situation (but it must be remembered that the lower limit for sampling distributive trades establishments was 100 employees, compared with 250 in all other sampled industries).
- (b) 55% of the situations were in establishments where there were separate personnel staff with industrial relations functions; 77% of metal manufacture situations, but none of the public transport ones (table A15).
- (c) 23% of the situations were in establishments which were independent; 40% of engineering situations, but none of the public transport ones (table A16).
- (d) On average there were three levels of management (for industrial relations purposes) above the ordinary employees, ie, up to and including the senior manager; there was insignificant variation among industries.
- (e) On average there were seven foremen groups in each situation (ie, groups responsible to a first-line supervisor with some responsibility for industrial relations); but only four in office situations.

2.2.2 The industrial relations role of foremen

Foremen in situations with stewards were asked how often they had settled grievances and claims without reference to higher management. This was much more likely to happen in engineering than in other industries (table A12).

77% of foremen said they sometimes settled problems raised by union members without bringing in their steward. Of such foremen, 25% said this happened very often, 38% said fairly often, and 37% seldom. 49% of foremen said they were very satisfied with the amount of authority they had to deal with issues raised by stewards, 49% were fairly satisfied, and 1% dissatisfied.

27% of foremen said there were questions raised by stewards which they had to refer to higher management but which they thought they ought to be free to settle themselves. In situations with 500 or more employees the proportion was 43%. Disciplinary issues were most often mentioned (by 40% of foremen thinking there were such issues), followed by working conditions (27%) and wage issues (22%).

Most foremen felt their decisions about industrial relations were always or usually backed up by higher management. However, the proportion who felt this happened only sometimes rose to a third in food, drink and tobacco situations (table 23).

Table 23

Whether foremen's decisions about industrial relations are backed up by higher management by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Always	35	29	23	30	42	40	43	40
Usually	42	67	56	19	27	35	34	45
Sometimes	17	1	17	34	29	11	16	7
Don't know	5	3	4	17	2	3	7	6
Not answered	1	-	-	-	-	11	-	2
Total	100	100	100	100	100	100	100	100
(% base, those with workers who raise grievances)	(251)	(39)	(45)	(30)	(50)	(14)	(16)	(34)

2.2.3 Keeping lower levels informed

Senior managers were asked whether they always kept lower levels of management informed if and when they decided issues with stewards. 89% said they always did (only 69% in office situations); 5% said they sometimes did, depending on the issue. The most frequently used methods of informing lower levels were orally or in person (86% of managers informing), written instructions or notices (61%), and formally down the chain of management (25%). In food, drink and tobacco situations 54% of senior managers informed lower levels down the chain of management. The answers of lower managers on this question were generally similar to those of senior managers.

Foremen were asked how they normally came to hear when something was settled at a higher level of management with stewards. 71% said management told them, 8% said they heard it from the stewards, 7% said both parties told them, and 7% said the workers on the shop floor told them. Asked whether the method of being told worked out all right in practice or not, 81% of foremen said it did and 13% said it didn't.

69% of foremen thought that higher levels of management kept them well enough informed if and when they decided issues with stewards. There was, however, some variation according to industry (table A13). A majority of foremen (except in engineering situations) thought that higher management fully appreciated their problems in dealing with stewards (table A14).

2.2.4 Employers' associations

Senior managers were asked whether their establishment was a member of any employers' association. 15% did not know or did not answer, but of the remainder about two-thirds said yes. The considerable industrial variation is shown in table 24.

Table 24

Whether establishment a member of an employers' association
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib	<u>Public</u>		Office &c
	%	%	%	%	%	%	Transp	Other	%
Yes	57	73	76	72	58	19	35	33	47
No	28	21	19	23	23	71	32	46	23
Don't know	11	4	4	5	9	10	33	16	19
Not answered	4	2	1	-	10	-	-	5	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

CHAPTER 3 — UNION RECOGNITION AND THE SCOPE OF BARGAINING

This chapter deals with the extent to which some managements negotiate with unions and others receive requests from unions for recognition, the industrial relations facilities provided for unions at workplace level, and the scope of bargaining between representatives of the two sides.

3.1 UNION RECOGNITION

3.1.1 Management negotiation with unions

In about two-thirds of the sampled situations in which there were some union members the management negotiated with trade unions or their representatives on behalf of employees (table 25). Negotiation was most common in the non-transport part of the public sector and least common in the office situations.

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	66	82	79	59	68	69	70	92	32
No	30	16	20	41	25	24	30	4	57
Not answered	4	2	1	-	7	7	-	4	11
Total (% base)	100 (307)	100 (45)	100 (57)	100 (32)	100 (59)	100 (21)	100 (17)	100 (27)	100 (49)

Senior managers were asked what would be their reaction if a union were to ask for recognition to negotiate on behalf of various categories of employees. The question was asked only of managers who did not already recognise unions for the relevant categories of employees (table 26).

<u>Senior managers</u>	Managerial/ Supervisory	Clerical	Technical	Manual
	%	%	%	%
Welcome it	11	11	22	11
Accept it/no objection	25	25	18	23
Accept it but with some reservation	27	32	27	29
Object to it	25	13	16	18
Refer to higher authority	9	10	12	16
Consider/discuss it	2	3	2	-
Other answers	1	3	1	-
Don't know	-	3	2	3
Total (% base, situations with particular types of non-unionist)	100 (209)	100 (182)	100 (97)	100 (70)

There was some variation between industries: for example, more than a third of the managers in food, drink and tobacco situations would have welcomed a union request to negotiate on behalf of managerial or supervisory employees.

When employees were asked whether they thought their management's attitude in not recognising unions was reasonably fair or not, most either said that it was fair or that they didn't know (table A19). The only substantial minority (18%) thinking the management's attitude was not fair was in the distributive trades.

3.2 INDUSTRIAL RELATIONS FACILITIES

3.2.1 Provision for steward meetings with members

In most situations where the steward was allowed to hold workplace meetings (see 2.1.4) the employees thought that the facilities for these meetings were adequate (table 27). In metal manufacture and engineering, however, about a third of employees thought the facilities were inadequate.

Table 27 Whether facilities for meetings are adequate by industry

Employees	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Adequate	77	60	61	94	86		92	78	85
Not adequate	17	37	29	4	10		7	12	12
Don't know	4	2	6	2	4		1	2	3
Not answered	2	1	4	-	-		-	8	-
Total	100	100	100	100	100		100	100	100
(% base, those where workplace (374) meetings allowed)	(60)	(79)	(54)	(56)	(6)	(35)	(53)	(31)	

3.2.2 Satisfaction with opportunities to contact members

Very few stewards were dissatisfied with their opportunities to contact members at the workplace (table 28). The proportion only 'fairly satisfied' was highest in food, drink and tobacco and the non-transport public industries. 13% of senior stewards were dissatisfied in this respect, which no doubt reflects their larger and more scattered constituencies. Stewards who were dissatisfied with opportunities to contact members at the workplace were asked whether they were satisfied with opportunities to contact members outside the workplace, but the numbers involved were too small to analyse.

Table 28 Whether satisfied with opportunities to contact members at workplace by industry

Stewards	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Very satisfied	71	74	81	57	73		66	58	75
Fairly satisfied	26	18	19	41	23		34	40	25
Dissatisfied	3	8	-	2	4		-	2	-
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)	(17)

Officers were also generally satisfied with their opportunities to communicate with stewards and members at the workplace, though there were some industrial differences in the degree of satisfaction (table A20).

3.2.3 Time off for performing duties as a steward

Four in five foremen (and nearly all foremen in engineering) claimed that the stewards they dealt with had time off from work to perform their duties as stewards. The average number of hours off was thought to be about five.

3.2.4 Satisfaction with physical facilities

Stewards were asked how satisfied they were with the physical facilities they had to carry out their job as a steward - things like accommodation, a telephone typing, and so on. They were fairly evenly divided between the three categories of 'very satisfied', 'fairly satisfied' and 'dissatisfied', but there were some industrial variations (table 29). Satisfaction increased markedly with experience: 59% of those with 20 or more years' service as a steward were very satisfied. Of those stewards who were uncertain of their continued employment, 54% were dissatisfied with the physical facilities.

Table 29 Whether satisfied with the physical facilities to carry out job as steward by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Very satisfied	33	37	13	49	19		40	29	49
Fairly satisfied	35	19	47	37	44		42	39	26
Dissatisfied	32	44	40	14	37		18	32	25
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)	(17)

3.2.5 Industrial relations training

About two-thirds of senior managers said their firm ran or sponsored courses for employees which included training in industrial relations. The industrial variation on this question is shown in table 30. In situations with 500 or more employees 91% of managers said they had such courses, but in situations with 25-49 employees the figure was 53%. Of those who ran such courses, 93% said they were for managerial and supervisory staff, 27% for clerical employees, 33% technical employees, 23% manual workers, and 47% shop stewards.

Table 30 Whether firm runs or sponsors courses for employees which include training in industrial relations by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	66	73	54	74	67	64	52	86	57
No	29	23	45	19	24	36	48	9	32
Don't know	1	2	-	7	2	-	-	-	-
Not answered	4	2	1	-	7	-	-	5	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Nearly half of all foremen said they had taken part in a course specifically designed to help them deal with industrial relations (table 31). 43% of stewards (62% of senior stewards) said they had taken part in a course of training or instruction for their job as a steward (table 32). 35% of such courses were run by the union, 28% by the employer, 22% T.U.C., 11% by colleges or universities, and 4% by other bodies. In 78% of cases the course was run for union representatives only.

Table 31

Whether foreman took part in any course designed to help him deal with industrial relations by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	46	50	64	54	42	23	45	52	25
No	53	50	35	46	58	66	55	44	74
Not answered	1	-	1	-	-	11	-	4	1
Total (% base)	100 (288)	100 (48)	100 (51)	100 (32)	100 (57)	100 (18)	100 (16)	100 (26)	100 (40)

Table 32

Whether took part in any course of training or instruction for job as steward by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%
Yes	43	41	46	61	39	24	45	43
No	57	59	54	39	61	76	55	57
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	100 (7)	100 (16)	100 (25)

3.3 RANGE OF BARGAINING

3.3.1 Number of issues personally settled

In order to get information about the range of workplace issues which were the subject of bargaining between union representatives and management, we asked managers, foremen and stewards to say which of 28 specified issues they personally negotiated with their opposite numbers. These subjects fell into five broad groups - wage issues, working conditions, hours of work, discipline and employment issues, and details are given in table 33 and A28. In a few cases informants mentioned other issues beyond the 28 presented to them on a card, but since these other issues were not put to all informants any figures would not be meaningful.

When interpreting the figures in these tables it must be borne in mind that they are based on all informants who took part in negotiations with the type of person specified. The percentages shown are, for some particular issues, less than they would have been if calculated upon the extent of bargaining possible in the situation; for example, negotiations over piecework prices will only occur where payment by results of that kind is in operation.

To some extent the settlement of issues by the steward personally or by collective agreement are alternatives, although in many cases a particular issue was said to be settled in both ways. For example, 50% of stewards settled 'transfer from one job to another' with management, but only 20% said this was (also) covered by some form of collective agreement. Thus the degree of involvement of shop stewards was much greater in the former case than in the latter.

As a means of summing up the ranges of bargaining in the situations sampled, we added the total number of issues mentioned by each informant and grouped informants according to the extent of their bargaining irrespective of subject. For managers we calculated separate ranges of bargaining with stewards and union officers. Tables 34-35, and A21 show totals and an industrial analysis, from which it can be seen that the pattern of bargaining varies from industry to industry.

In engineering more than half of the senior managers had negotiated 16 or more issues with stewards, but one in six engineering managers who claimed to have dealt with stewards also said they had not negotiated any issues with them. Managers in metal manufacture had a higher than average range of bargaining with stewards, but a lower than average range of bargaining with union officers. The position is reversed in chemicals and textiles, where bargaining was relatively more frequent with union officers.

The average number of issues foremen ever discussed with stewards was 11 (table A29). However, the average number of issues settled at foreman level was 7, and the average number settled at a higher level was 4.

Table 33

Issues ever personally settled

	Senior managers			Stewards		
	Yes, with stewards at foreman level	Usually settled at foreman level	Yes, settled	with manager freq- uently	with foreman freq- uently	by collect- ive agree- ment
	%	%	%	%	%	%
<u>a) Wage Issues</u>						
Basic time rates	27	9	26	12	-	59
Piece work prices	19	10	14	6	3	23
Other forms of bonus payments	37	16	31	13	2	26
Plus payments for dirty work etc.	25	9	21	5	1	19
Job evaluation	27	12	18	7	1	23
Merit money	20	7	15	5	2	21
Promotion or upgrading	39	9	24	3	2	20
Pensions	4	1	4	3	-	32
<u>b) Working Conditions</u>						
Allocation of work	50	47	36	13	7	16
Pace of work	41	41	25	8	10	14
Quality of work	46	52	30	6	7	15
Safety questions	64	55	50	21	9	36
Health questions	49	32	27	10	1	28
Manning of machines	34	26	25	11	6	16
Transfer from one job to another	55	44	50	12	3	20
Gen.conditions in workplace	68	49	54	23	12	27
Intro.of new machinery/jobs	51	14	29	7	2	17
<u>c) Hours of Work</u>						
Overtime arrangements	55	46	46	23	7	34
Breaks in working hours	41	26	28	8	3	39
Stopping and starting times	46	19	29	7	1	32
Holidays	43	22	31	11	2	51
<u>d) Discipline</u>						
Suspensions	50	24	30	5	2	20
Dismissals	56	11	37	5	1	23
Other disciplinary action	57	31	38	6	2	18
<u>e) Employment Issues</u>						
Taking on new labour	40	10	18	3	-	15
Number of apprentices	15	2	3	-	-	12
Short time	22	2	16	3	-	20
Redundancy questions	44	-	24	4	1	35

(% base, those who dealt with stewards)

(216) (127)

(179) (179) (179) (179)

(% base, all stewards)

Table 34 Number of issues ever personally settled with stewards by industry

<u>Senior managers</u>	<u>Public</u>							
	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Transp	Other	Office &c
	%	%	%	%	%	%	%	%
None	9	1	16	5	13	5	2	17
1-3	7	2	-	6	9	3	11	17
4-6	9	4	12	4	3	3	22	9
7-10	12	30	4	23	12	8	7	-
11-15	24	20	6	33	29	41	29	25
16+	32	41	52	28	23	40	24	7
Not answered	7	2	10	1	11	-	5	25
Total	100	100	100	100	100	100	100	100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(16)	(26)	(21)
Average number of issues	12	14	13	12	11	14	11	7

Table 35 Number of issues ever personally settled with management by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%
None	14	3	2	6	11	23	32	19
1-3	19	26	7	7	25	16	16	46
4-6	15	15	5	25	12	23	22	12
7-10	22	22	34	27	24	11	15	8
11-15	17	13	39	8	21	8	7	15
16+	13	21	13	27	7	19	8	-
Total	100	100	100	100	100	100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(16)	(25)	(17)
Average number of issues	8	10	11	10	7	7	5	4

Senior stewards had a larger range of bargaining with management - an average of 14 issues ever settled - than did ordinary stewards. The numbers of senior stewards were not large enough to permit analysis by industry group. It should be noted that the figures in table 35 refer to issues ever settled with management or foremen. The average number of issues settled frequently with management was 3 for ordinary stewards and 7 for senior stewards, and the average number settled frequently with foremen was one for ordinary and 2 for senior stewards.

Table 36 Number of issues covered by collective agreement by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%
None	25	40	25	8	32	10	9	27
1-3	20	19	23	49	11	3	21	16
4-6	10	13	26	3	10	8	2	3
7-10	19	13	5	32	27	14	26	28
11-15	11	7	9	8	11	21	13	10
16+	15	8	12	-	9	44	29	16
Total	100	100	100	100	100	100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(16)	(25)	(17)

Average number of
issues

7	5	6	5	6	12	10	7
---	---	---	---	---	----	----	---

The number of issues said by stewards to be covered by some form of collective agreement was much greater in the public industries than in others (table 36).

In addition to industry, the findings on ranges of bargaining were analysed according to size of situation, type of production, and type of payments system. The results for senior managers may be taken as typical of the general picture. The range of bargaining increased steadily with size of situation, from an average of 8 issues bargained with stewards in situations employing 25-49 persons to 15 in situations employing 500 or more. This is reflected in the frequency with which particular issues were settled in the various sizes of situation: for example, piece work prices were settled in 6% of the small situations and 39% of the large (with other issues, however, size made little or no difference).

The average range of managers' bargaining with stewards went from 8 issues in maintenance/servicing/repairs situations to 15 in mass production (12 in continuous flow/process, 13 in fabrication/single pieces, 14 in batch production). In situations where some workers were paid by results, the average range of bargaining was 13 issues, compared with 10 where there was no payment by results. In 'payment by results' situations 57% of managers bargained with stewards over 'quality of work', compared with 36% where there was no payment by results.

Table 37 Whether seeking to improve on a national agreement in the subjects settled by industry

Stewards	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls %c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%		%	
All cases	20	28	24	37	7		3	
In most cases	11	11	9	-	17		20	
Some cases	18	9	20	32	23		15	
Only a few	15	15	7	-	27		26	
None	34	33	40	31	26		33	
Not answered	2	4	-	-	-		3	
Total	100	100	100	100	100		100	

Table 38 How far any existing national agreement restricts bargaining in getting a better deal by industry

	%	%	%	%	%	%
A lot	30	24	21	44	29	33
A little	29	23	37	8	38	46
Not at all	39	53	40	48	28	18
Not answered	2	-	2	-	5	3
Total	100	100	100	100	100	100

Table 39 Whether think national agreements take sufficient account of local conditions by industry

	%	%	%	%	%	%
Yes	17	8	6	9	12	26
No	83	92	94	91	88	74
Total	100	100	100	100	100	100
(% base, those settling issues and having collective agreement)	(123)	(20)	(22)	(20)	(20)	(17)
					(2)	(12)
						(10)

3.3.2 Seeking to improve on national agreements

Stewards were asked whether, referring to the subjects they settled with management, they were seeking to improve on a national agreement. Of those stewards who did settle issues at least one of which was subject to a national agreement, nearly two-thirds said they were seeking to improve on a national agreement in a few or more cases (table 37). Four-fifths of senior stewards said they were seeking to improve on a national agreement. The senior stewards' figure for 'all cases' was 37%.

30% of stewards who settled issues subject to national agreement said that the existing agreement restricted their own bargaining in getting a better deal 'a lot', 29% said 'a little' and 39% 'not at all' (table 38). 83% of the same group of stewards said that national agreements did not take sufficient account of local conditions (table 39).

A study of tables 6-39 suggests a relationship between the number of issues covered by collective agreements, the seeking of improvements on national agreements, and attitudes to such agreements. For example, stewards in the non-transport public industries had a relatively high number of issues covered by a collective agreement, a tendency not to seek an improvement on such agreements in all subjects settled, a slightly less than average negative attitude to the question of the agreements taking account of local conditions, but a stronger feeling that they restricted bargaining in getting a better deal. On the other hand, stewards in metal manufacture and food, drink and tobacco had few issues covered by a collective agreement, a marked tendency to seek improvement in all cases, a strong feeling that national agreements did not take sufficient account of local conditions, but a weaker feeling that their own bargaining was restricted.

3.3.3 Changes in amount of negotiating activity

Managers, foreman and stewards were asked about changes in the amount of negotiating activity since they had been in their present positions. In all types of industry more management and union representatives said that negotiating activity had increased than said it had decreased (tables 40-41 and A24/25).

Table 40

Whether amount of negotiating activity has changed since becoming manager by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp Other	Office &c
	%	%	%	%	%	%	%	%
Increased	50	47	46	85	53	66	25	44
Decreased	8	19	8	2	12	-	2	4
Remained the same	36	32	45	11	25	34	68	27
Don't know	1	-	-	2	-	-	-	-
Not answered	5	2	1	-	10	-	5	25
Total	100	100	100	100	100	100	100	100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(7)	(16)	(21)

Table 41

Whether amount of negotiating activity has changed since becoming steward by industry

Stewards	%	%	%	%	%	%
Increased	58	45	79	73	54	53
Decreased	7	10	9	2	7	9
Remained the same	35	45	12	25	39	38
Total	100	100	100	100	100	100
(% base, those who settled issues)	(155)	(32)	(29)	(20)	(28)	(17)

The most important influence on increasing negotiating activity appears to be type of industry: proportionately more senior managers in food, drink and tobacco and transport reported an increase than did those in non-transport public industries. However, more lower managers in non-transport public industries reported an increase, which suggests a shift of negotiating activity between levels of management. An analysis of senior managers' answers by number of employees and type of production indicates (but not strongly) that negotiating activity had grown faster in large establishments with continuous flow/process and maintenance/servicing/repairs operations (tables A30/31). More stewards in engineering and food, drink and tobacco reported an increase in negotiating activity than did stewards in other industries. 72% of senior stewards reported an increase in negotiating activity.

3.3.4 Changes in range of issues negotiated

Apart from the amount of negotiating activity, there is the question of whether the range of issues negotiated had changed. Again, many more informants thought the range had increased in their situation than thought it had decreased since they had been in their present positions (tables 42-43 and A26-27/32). According to the replies of senior managers, the greatest increase had occurred in food, drink and tobacco situations and those employing 100-499 people. Among engineering foremen, more said the range of issues negotiated with stewards had decreased than increased, but since engineering stewards said their range had more often increased this was presumably in dealing with higher levels of management.

The stewards' ratio of increased/decreased range of issues negotiated was 33%:13%, although the engineering stewards' ratio of 35%:5% was nearer that of engineering managers. The senior stewards' ratio of 45%:5% was quite close to that of senior managers, as one might have expected.

Table 42 Whether range of issues negotiated has changed since becoming manager by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp Other	Office &c
	%	%	%	%	%	%	%	%
Increased	40	33	46	78	23	50	34	31
Decreased	3	1	2	2	7	-	2	4
Remained the same	50	64	51	20	56	50	59	40
Don't know	1	-	-	-	3	-	-	-
Not answered	6	2	1	-	11	-	5	25
Total	100	100	100	100	100	100	100	100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(7)	(16)	(21)

Table 43 Whether total range of issues settled with management was changed by industry

Stewards	%	%	%	%	%	%	%
Increased	33	24	35	31	40	32	
Decreased	13	5	5	9	13	12	
Remained the same	54	71	60	60	47	56	
Total	100	100	100	100	100	100	
(% base, those who settled issues)	(155)	(32)	(29)	(20)	(28)	(3)	(14)

Informants who said their range of bargaining had increased were asked which types of issue had been added. The comparative answers are given in table 44, which shows the increasing importance of working conditions as a subject of bargaining. Although in theory the percentages on both the management and union sides should agree, the results are complicated by the fact that they are based on different proportions of informants who said their range of bargaining had increased and that different levels on both sides were involved in the increases.

Table 44

Extra issues subject to negotiation since informants had been in their present positions

	Senior managers	Lower managers	Foremen	Stewards	Senior stewards
Wage issues	47%	47%	36%	57%	73%
Working conditions	83%	76%	69%	69%	62%
Hours of work	53%	33%	31%	37%	38%
Discipline	41%	59%	35%	32%	32%
Employment	39%	38%	7%	21%	38%

(% base, those whose total range of issues had increased)

(86) (38) (21) (51) (34)

Table 45

Whether any questions which stewards ought to be able to discuss and decide with management by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Yes	45	47	36	46	45		35	59	44
No	53	53	64	54	49		65	39	50
Not answered	2	-	-	-	6		-	2	6
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)	100 (17)

Table 46

Whether any questions which steward ought to be able to discuss with management by industry

<u>Employees</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Yes	16	20	8	27	13		17	20	9
No	49	47	56	57	51		38	35	69
Don't know	33	32	32	16	34		33	42	22
Not answered	2	1	4	-	2		12	3	-
Total (% base)	100 (491)	100 (85)	100 (98)	100 (61)	100 (79)	100 (16)	100 (43)	100 (70)	100 (39)

3.3.5 Extending the range of bargaining

Stewards, their members and union officers were asked whether there were any kinds of issues which they thought union representatives ought to be able to discuss and decide with management but which the latter regarded as their own right to decide. Nearly half of all stewards (59% of senior stewards) felt there were such issues, and there was little variation according to industry (table 45). However, only one in six employees took this view (table 46). The question to union officers referred to both officers and stewards extending their range of bargaining, and answers were on the whole similar to those of stewards (table A28).

68% of stewards who said the range of issues they settled with management had increased since they had been a steward also said there were more issues they ought to be able to discuss and decide; only 29% (34%) of stewards who said the range had decreased (remained the same) also said this. It seems that in this respect the appetite tends to grow by what it feeds on.

Table 47 shows, for all three types of informant, which types of issue they thought should be additionally negotiated. It should be remembered that the percentages are based on those informants who thought there were issues to be negotiated. For example, although only 6% of 45% of stewards wanted to negotiate about the financial situation of the firm, this is a higher proportion than the 11% of 16% of employees.

Table 47

Type of issues which it was felt stewards ought to be able to discuss and decide with management

	Stewards	Employees	Union officers*
	%	%	%
Wages issues	35	25	40
Work conditions	21	19	15
Employment issues	21	6	1
Hours of work	20	13	28
Discipline	6	1	3
Financial situation of firm	6	11	28
Organization of firm	3	-	-
(% base, those who thought there were issues to be negotiated)	(83)	(91)	(47)

*Question referred to union officers or stewards

24% of foremen had been asked by a steward to give him the right to discuss and settle additional issues (there was little industrial variation). 47% of such foremen said they agreed to discuss and settle the issue, 30% referred it to higher management, and 15% agreed to discuss it for settlement at a higher level.

3.3.6 Time spent in bargaining

In situations where there were stewards, 85% of senior managers and 87% of lower managers said they spent some time dealing with stewards. The average amount of time spent per week was five hours for senior managers and 3 hours for lower managers. Foremen were asked how much time they spent dealing with grievances and claims advanced by union members and/or their stewards, and this average two hours per week.

CHAPTER 4 — PROCEDURES REGULATING RELATIONSHIPS BETWEEN MANAGEMENT, UNION AND EMPLOYEES

The matters covered in this chapter include the formal and informal procedures and agreements operating between management and unions, processes by which union representatives and employees raise issues with management, and opinions about how well these various arrangements work.

4.1 PROCEDURES AND AGREEMENTS

4.1.1 Joint committees

72% of senior managers said they had joint committees or councils in the workplace where representatives of employees met jointly with management to discuss and settle problems. These committees were common in the heavy industries, but much less common in distributive trades (table 48). Such committees were said to be present in 100% of the mass production plants, but in only 55% of the continuous flow/process plants. In situations with 500 or more employees 94% of managers said they had joint committees.

Table 48 Whether any joint employee-management committees or councils in the workplace by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	72	87	83	66	63	38	97	87	58
No	24	11	16	34	29	62	3	8	31
Not answered	4	2	1	-	8	-	-	5	11
Total (% base)	100 (307)	100 (45)	100 (57)	100 (32)	100 (59)	100 (21)	100 (17)	100 (27)	100 (49)

Table 49 Whether any joint employee-management committees or councils in the workplace by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%
Yes	76	70	66	93	68	76	90	90
No	24	30	34	7	32	24	10	10
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	100 (7)	100 (16)	100 (25)

76% of stewards said there were joint committees in their establishment (table 49). The high figure of 90% for office situations indicates that, though these are not commonly situations where unionisation is high, joint committees are much favoured where unions are recognised. 51% of all the joint committees were said by stewards to have only stewards as employee representatives, 39% some stewards, and 9% none.

4.1.2 Written agreements - national level

Just over half of the senior managers interviewed said that their situation was subject to a written national agreement, ie, negotiated by an employers' association. A comparison of table 50 with table 24 suggests that in some cases (notably in the public sector and in distributive trades), the situation was subject to a national agreement, although the establishment itself was not a member of an employers' association.

The answers to both these questions need to be treated with some caution. There was a slight tendency for the larger situations to have managers who reported being subject to national agreements, but a bigger difference between those in continuous flow/process plants (74%) and fabrication/single pieces (29%).

Table 50

Whether situation is subject to any written national agreements by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%	%	%	%	%
Yes	52	50	51	69	52	35	93	60	32
No	37	43	36	31	30	50	3	31	57
Don't know	7	5	12	-	10	15	4	5	-
Not answered	4	2	1	-	8	-	-	4	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Managers subject to national agreements were asked whether, in the last few years, there had been any increase in the range of matters covered by the agreement(s). The answers are given in table 51. There was generally less change in the use of external stages of nationally agreed procedure (table 52).

Table 51

Whether there has been an increase in the range of matters covered by national agreements in the last few years by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%	%	%	%	%
Yes	36	16	37	36	32		48	54	36
No	52	60	47	58	61		38	40	53
Don't know	12	24	16	6	7		14	6	11
Total	100	100	100	100	100		100	100	100

Table 52

Whether the use of external stages of nationally agreed procedure for settling grievances and claims has changed in the last few years by industry

Senior managers

	%	%	%	%	%	%	%	%
Increased	17	7	36	10	19	17	11	8
Decreased	4	2	2	-	11	14	-	-
Remained the same	64	67	48	80	66	56	74	63
Never used it	6	11	14	8	-	-	-	5
Don't know	9	13	-	2	4	13	15	24
Total	100	100	100	100	100	100	100	100
(% base, both tables, those subject to written national agreements)	(160)	(23)	(29)	(22)	(31)	(7)	(16)	(16)

Union officers were asked whether the establishment was subject to any written national agreements. 68% said yes, which compares with the 52% of managers in union and non-union situations who said they were subject to such agreements. But it should be remembered that officers were interviewed only where they took an active part in workplace negotiations, and such workplaces might be expected more often to be subject to national agreements.

4.1.3 Written agreements - above workplace level

38% of senior managers claimed that, apart from any national agreement, they had a written agreement above the level of the workplace for settling grievances and claims (eg, a written agreement negotiated within the company or its divisions). The industrial variation in answers (table 53) was not so great as in the case of national agreements. In mass production plants 57% of managers said that they had an agreement at this level.

Table 53 Whether any written agreement above workplace level, apart from national agreements by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%	%	%	%	%
Yes	38	46	31	56	38	34	49	36	24
No	52	50	67	33	49	58	48	39	63
Don't know	6	2	1	11	5	8	3	20	2
Not answered	4	2	1	-	8	-	-	5	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

45% of managers subject to such agreements said that in the last few years there had been an increase in the range of matters covered by them (table 54). A third of the managers also reported an increase in the use of procedure at this level (table 55). In both cases the food, drink and tobacco situations were much above average.

It is worth noting that in 55% of the situations where managers reported an increase in the range of matters covered by above-workplace agreements they also reported an increase in the range of issues bargained with stewards. This applied to only 27% of the situations where managers reported no increase in matters covered by above-workplace agreements. It appears that increases in above-workplace and workplace bargaining tend more often to be complementary than alternatives.

Table 54 Whether there has been an increase in the range of matters covered by written agreements (other than national agreements) above workplace level by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%				
Yes	45	33	41	80	25				
No	50	50	59	20	75				
Don't know	5	17	-	-	-				
Total	100	100	100	100	100				
(% base, those subject to the relevant agreements)	(116)	(21)	(18)	(18)	(23)	(7)	(8)	(10)	(11)

Table 55 Whether the use of procedure in agreements above workplace level has changed by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
		%	%	%	%		Transp	Other	
Increased	34	29	23	66	28				
Decreased	1	2	-	-	4				
Remained the same	58	55	66	34	66				
Don't know	3	-	11	-	-				
Not answered	4	14	-	-	2				
Total	100	100	100	100	100				
(% base, those subject to the relevant agreements)	(116)	(21)	(18)	(18)	(23)	(7)	(8)	(10)	(11)

42% of union officers said that the establishment had an agreement above workplace level. The same qualification applies here as to the officers' answers about national agreements.

4.1.4 Written agreements - workplace level

40% of senior managers said they had their own written workplace agreement for settling grievances and claims, apart from any agreements above workplace level. There was much industrial variation in the answers (table 56), but the highest figure was 68% in continuous flow/process plants. Except in the situations with 25-49 employees (only 17% of managers), there was little variation by size.

Table 56 Whether any written workplace agreements for settling grievances and claims by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
		%	%	%	%	%	Transp	Other	%
Yes	40	45	36	62	47	12	61	41	18
No	54	50	54	38	44	88	39	55	71
Don't know	2	3	9	-	1	-	-	-	-
Not answered	4	2	1	-	8	-	-	4	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

The main subjects covered by workplace agreements were wages and working conditions (table A34). Nearly a half of all senior managers (73% in engineering) with workplace agreements said there had been an increase in the range of subjects covered in the last few years (table 57). A half of the relevant managers said the use of procedure in workplace agreements had increased in recent years, but this time the largest category was food, drink and tobacco managers (table 58).

Stewards were asked whether they had any kind of workplace procedure for settling grievances and claims and, if so, whether it was written or unwritten. Written agreements were common in food, drink and tobacco situations, but much less so in engineering (table 59). Proportionately fewer union officers (50%) said there was a written workplace agreement, and this may be explained to some extent by the fact that some such agreements did not involve officers.

Table 57

Whether any increase in range of subjects covered by workplace agreements in the last few years by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%			
Yes	46	59	73	49	34			
No	50	35	20	51	62			
Dont' know	2	4	-	-	2			
Not answered	2	2	7	-	2			
Total	100	100	100	100	100			

Table 58

Whether the use of procedure in workplace agreements has changed in the last few years by industry

Senior managers

	%	%	%	%	%			
Increased	50	49	50	73	43			
Decreased	5	12	3	3	7			
Remained the same	39	37	40	24	39			
Don't know	2	-	-	-	-			
Not answered	4	2	7	-	11			
Total	100	100	100	100	100			
(% base both tables those with workplace agreements)	(122)	(21)	(21)	(20)	(28)	(3)	(10)	(11) (8)

Table 59

Whether any kind of workplace procedure for settling grievances and claims by industry

Stewards

	%	%	%	%	%	%	%	%
Yes, written	49	51	41	67	56	39	45	56
Yes, unwritten	20	2	34	23	16	23	33	16
Yes, both	12	16	9	5	13	5	15	22
No agreement	16	31	14	5	15	29	2	6
Not answered	3	-	2	-	-	4	5	-
Total	100	100	100	100	100	100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25) (17)

4.1.5 Unwritten procedure

Whether or not they had written agreements, 58% of senior managers also said they had an unwritten workplace or domestic procedure for settling grievances and claims. Apart from food, drink and tobacco (higher) and the non-transport public sector (lower), there was not much industrial variation (table 60). Unwritten workplace procedures were common in plants with fabrication/single piece production (86%) and less common in maintenance/servicing/repairs (46%). They were also more common in situations with 500 or more employees (73%) than in those with 25-49 employees (49%).

Table 60

Whether any unwritten workplace agreement for settling
grievances and claims
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	58	45	65	91	56	61	58	30	57
No "	37	51	34	9	36	39	39	66	32
Don't know	1	2	-	-	1	-	3	-	-
Not answered	4	2	1	-	7	-	-	4	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Foremen were asked whether the procedures for dealing with their workers' grievances and claims were written down or done by unwritten custom and practice. Although custom and practice on the whole predominated, the public sector was a marked exception (table 61). In mass production plants custom and practice was nearly three times as common as written procedures; in maintenance/servicing/repairs the proportions were in favour of written procedures.

Table 61

Whether workplace procedure for dealing with grievances
and claims is written down or done by custom and practice
by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Written down	33	32	39	10	34	36	37	69	22
Custom and practice	47	41	53	76	47	53	25	16	50
Combination of both	10	10	3	12	10	7	22	6	16
Other answers	2	-	-	-	-	-	-	2	3
Don't know	7	17	5	-	8	-	3	7	7
Not answered	1	-	-	2	1	4	13	-	2
Total	100	100	100	100	100	100	100	100	100
(% base, those whose workers had grievances)	(251)	(39)	(45)	(30)	(50)	(14)	(16)	(23)	(34)

4.1.6 Opinion on agreements and procedures

Senior managers gave their views on the usefulness of agreements at three different levels (table 62).

Table 62

Opinion on usefulness of agreements

<u>Senior managers</u>	National level	Above work- place level	Workplace level
	%	%	%
Useful	73	83	89
Not useful	17	6	1
Other answers	3	1	-
Not answered	7	10	10
Total	100	100	100
(% base, those with relevant agreements)	(160)	(116)	(122)

In nearly all industries the proportion of managers saying 'useful' was highest for workplace agreements, next highest for those above workplace level, and lowest (though still in most cases high) for national agreements. The lowest figures for 'useful' were in office situations - 63% for workplace, 64% for above workplace, and 53% for national agreements.

The highest proportion saying national agreements were useful was in public transport (91%) but other industrial differences were insignificant (table A35). 94% of managers who did not prefer to negotiate all agreements at workplace level thought national agreements were useful, compared with 65% who preferred workplace agreements. 82% of managers who negotiated with trade unions thought national agreements were useful, compared with 62% of those who did not negotiate with unions. 96% of managers in maintenance/servicing/repairs said 'useful', compared with 62% of those in continuous flow/process plants.

Most union officers except those interviewed in respect of engineering establishments thought that national agreements were useful (table A36).

55% of stewards said they had been involved in a dispute which went into procedure above the level of the workplace - more in engineering (71%) but fewer in office situations (44%). Stewards with experience of such procedure were asked various questions about it and in general the answers of senior stewards were similar to those of other stewards. 86% said it dealt with all the issues they wanted to raise, 76% said it enabled them to get to the right level of management quickly (though some of the 76% qualified their answers, and 20% said it did not), and 88% said it gave them adequate opportunities to put their case. However, 42% of stewards with experience of such procedure said there was scope for improving it. The suggested improvements are set out in table 63.

Table 63 Suggested ways of improving procedure above workplace level

<u>Stewards</u>	<u>%</u>
Decisions should be taken at local/lower level	21
Good, formal communications between both sides	20
Things should be dealt with quickly	17
By going direct to higher level	13
Stewards/representatives should be present at discussions	9
Other answers	5
Don't know/not answered	20
Total	105*
(% base, those who thought there was scope for improving procedure)	(101)

* %s add to more than 100 because some stewards gave more than one answer.

26% of union officers were very satisfied with the speed at which national procedure worked in the case of the particular establishment, 26% were fairly satisfied, and 37% were dissatisfied. Referring to engineering establishments, 60% of officers were dissatisfied.

Senior managers were asked whether they would or did prefer to negotiate all agreements at workplace level. Although a clear majority were in favour of this, there was considerable industrial variation (table 64). 86% of managers in fabrication/single piece production favoured workplace agreements, but only 49% in continuous flow/process plants.

Table 64

Whether prefer to negotiate all agreements at workplace level by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%	%	Transp	Other	%
Yes	57	59	69	85	52	55	31	22	57
No	34	36	26	11	37	33	65	64	25
Don't know	3	2	4	-	3	2	-	4	4
Not answered	6	3	1	4	8	10	4	10	14
Total (% base)	100 (307)	100 (45)	100 (57)	100 (32)	100 (59)	100 (21)	100 (17)	100 (27)	100 (49)

76% of managers in autonomous establishments preferred workplace agreements, but only 50% in establishments which were part of a larger organisation (the attitude and control exercised by those in the parent organisation may well have had an influence here). 67% of managers who did not have a written workplace agreement expressed a preference to negotiate all agreements at workplace level, compared with 49% who had a written workplace agreement.

The 83% of stewards who had some kind of workplace procedure (see table 59) were asked various questions about this. 91% said it allowed them to raise all the issues they wanted to raise, though the figure was down to 75% in the non-transport public sector. Table 65 shows the replies on the question of whether it enabled them to get to the right level of management quickly. A small majority of stewards thought there was scope for improving this procedure (table 66) and gave their suggested improvements (table 67).

Table 65

Whether workplace procedure enables steward to get to the right level of management quickly by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%		Transp	Other	%
Yes	55	76	54	36	59			42	42
Qualified yes/ fairly well	26	6	44	33	22			37	19
No	19	18	2	31	19			21	39
Total (% base, those with workplace procedure)	100 (149)	100 (23)	100 (25)	100 (20)	100 (26)	(3)	(11)	(25)	100 (16)

33% of the union officers who were interviewed about establishments for which there was a workplace procedure said they were very satisfied with the speed at which this procedure worked; 59% were fairly satisfied, and 4% dissatisfied. 48% of officers said they would like more freedom to negotiate a (or another) local agreement for the establishment in question.

Table 66

Whether there is scope for improving the procedure for dealing with grievances and claims by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%		Transp	Other	%
Yes	55	40	61	78	54			61	63
No	44	60	39	22	46			39	31
Not answered	1	-	-	-	-			-	6
Total	100	100	100	100	100			100	100
(% base, those with workplace procedure)	(149)	(23)	(25)	(20)	(26)	(3)	(11)	(25)	(16)

Table 67

Suggested ways of improving workplace procedure for settling grievances and claims

	Stewards	Senior stewards
	%	%
By going direct to higher levels	31	28
Good formal communications	20	22
Things should be dealt with quickly	15	28
Lower levels of management should have more authority to negotiate	7	6
Employees/management should adhere to procedure	5	11
More local agreements	2	6
Don't know/not answered	19	-
Other answers	7	3
Total	106*	104*
(% base, those who thought there was scope for improving procedure)	(82)	(36)

* %s add to more than 100 because some stewards made more than one suggestion

4.2 HOW UNIONS RAISE ISSUES

4.2.1 How stewards raise issues

Five out of six stewards (89% of senior stewards) had had contact with a foreman to discuss issues and problems though there was some industrial variation in the proportion (table 68). For 12% of stewards (7% of senior stewards) the contact was 'always as laid down by formal procedure', for 42% (31%) 'always informal', and for 45% (62%) 'sometimes procedural, sometimes informal'. Only 4% of stewards said they ever had any difficulties in contacting the foreman.

Table 68

Whether any contact with foreman to discuss issues and problems by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%		Transp	Other	%
Yes	83	73	94	100	91		83	63	
No	16	27	6	-	9		17	37	
Not answered	1	-	-	-	-		-	-	
Total	100	100	100	100	100		100	100	
(% base, those with a foreman)	(170)	(31)	(28)	(21)	(31)	(6)	(15)	(24)	(14)

78% of stewards had raised issues with the senior manager in the situation (table 69) and a similar proportion had raised issues with the lower manager. 92% of senior stewards had raised issues with the senior manager.

Table 69

Whether ever raised issues with senior manager
by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Yes	78	68	72	83	83	90	74	92
No	22	32	28	17	17	10	26	8
Total	100	100	100	100	100	100	100	100
(% base, those who had contact with management)	(169)	(30)	(29)	(21)	(28)	(7)	(16)	(22)
	(16)							

4.2.2 Stewards' access to management

There were shop stewards in 69% of situations in the sample. Where there were stewards, 85% of the senior managers said the stewards sometimes raised issues with the foreman. The only industries in which the proportion fell below 84% were transport (68%) and office situations (52%).

80% of senior managers with stewards said those stewards sometimes took grievances and claims to the foreman which had not previously been raised by members themselves directly with the foreman (table 70). This was said to happen more frequently in situations with 500 or more employees (95%) than in those with 25-49 employees (70%). In 6% of cases managers said this happened very often, 33% said fairly often, and 59% seldom.

Table 70

Whether stewards ever take issues to foremen which have
not previously been raised by members themselves
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Yes	80	65	87	98	79		84	
No	14	27	6	2	14		16	
Don't know	6	8	7	-	7		-	
Total	100	100	100	100	100		100	
(% base, those whose stewards took issues to foremen)	(179)	(35)	(41)	(20)	(37)	(3)	(10)	(23)
	(10)							

Slightly fewer lower managers (76%) than senior managers said their stewards took grievances and claims to the foreman which had not previously been raised by members. 72% of the foremen themselves said this sometimes happened - 10% of these said it happened very often, 9% said fairly often, and 81% seldom.

71% of senior managers with stewards said the stewards were supposed to obtain the foreman's permission before contacting higher management. There was considerable variation among industries (table 71). 82% of the managers who said the stewards were supposed to get the foreman's permission also said there were ways in which the stewards could get access to management above foreman level without going through the foreman. The main ways in which this was said to be done were by direct approach or phoning (85% of the managers who said there were such ways), by stopping the manager on the shop floor (17%), at committee meetings (12%), and through the convener (6%).

Table 71

Whether steward supposed to obtain foreman's permission
before contacting higher management
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Yes	71	81	81	82	78		42	58	47
No	21	9	18	18	12		58	37	18
Don't know	1	8	-	-	-		-	-	-
Not answered	7	2	1	-	10		-	5	35
Total	100	100	100	100	100		100	100	100
(% base, those with foremen and stewards)	(209)	(36)	(41)	(24)	(43)	(7)	(15)	(24)	(19)

Lower managers were asked the same sequence of questions about stewards contacting higher management and gave similar answers to those of senior managers.

The answers of foremen generally confirmed those of the two levels of management. 93% of foremen who dealt with stewards said that those stewards sometimes dealt with management above foreman level. This group of foremen were asked three questions about stewards by-passing them:

- (1) 78% said that the stewards were supposed to raise an issue with them before they could raise it with higher levels.
- (2) 77% said that the stewards were supposed to get their permission first before they could contact higher management.
- (3) 77% (of foremen whose stewards were supposed to get such permission) said there were ways in which the stewards could get access to higher levels and by-pass them. The ways in which foremen said they could be by-passed were by direct approach or phoning the higher level (75% of foremen who were by-passed), bringing matters up at meetings (19%), going through the convener (17%), and stopping the manager on the shop floor (10%).

Stewards were asked comparable but slightly different questions. 95% sometimes had contact with management above foreman level to discuss issues and problems. Of these stewards, 86% said they were allowed to contact the senior manager whenever they felt it necessary (59% of these said they could contact him directly, 39% said through a lower level). Of the stewards who were allowed to contact the senior manager only through a lower level, 41% said they sometimes unofficially contacted him without going through lower levels.

Three questions to stewards concerned their contact with management immediately above foreman level, where such a level existed apart from the senior manager:

- (1) 97% said they were allowed to contact this level of management whenever they felt it necessary.
- (2) 68% (of stewards allowed such contact) said they could contact him directly, 31% through the foreman.
- (3) 50% of those allowed to contact the higher level only through the foreman said they sometimes unofficially by-passed the foreman to make such contact.

A more general question was put to stewards concerning the kind of contact they had with management above foreman level. In all industries the mixture of formal and informal contact predominated (table 72).

Table 72

Kind of contact to discuss issues and problems with
management above foreman level
by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%		%	%	
Always laid down, by formal procedure	18	20	26	-	23		9	19	
Always informal	10	10	7	-	6		19	8	
Mixture of formal and informal	68	70	67	100	60		67	73	
Not answered	4	-	-	-	11		5	-	
Total	100	100	100	100	100		100	100	
(% base, those contacting manage- ment above foreman)	(161)	(29)	(28)	(21)	(29)	(6)	(15)	(21)	(12)

31% of senior stewards said that their contact with management was always informal, and only 8% that it was always formal - the remainder had mixed contact.

Stewards were asked about their satisfaction with access to management to deal with members' grievances and claims (table 73). Except in food, drink and tobacco situations, few stewards were dissatisfied. The relationship between kind of contact and satisfaction with access is shown in table 74. The proportion very satisfied with access was greatest where contact was always informal, but dissatisfaction was least where there was a mixture of formal and informal contact.

Table 73

Whether satisfied with amount of access to management
by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Very satisfied	54	55	66	27	54		58	59	43
Fairly satisfied	37	37	25	48	35		42	41	43
Dissatisfied	8	8	9	25	11		-	-	8
Not answered	1	-	-	-	-		-	-	6
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)	(17)

Table 74

Satisfaction with amount of access by kind of contact
with management

<u>Stewards</u>	Total	Always formal	Always informal	Mixture of both
	%	%	%	%
Very satisfied	54	43	76	54
Fairly satisfied	37	37	12	40
Dissatisfied	8	20	12	5
Not answered	1	-	-	1
Total	100	100	100	100
(% base)	(179)	(29)	(17)	(109)

4.2.3 Management's dealings with stewards

Three in five senior managers in situations where there were stewards dealt directly with stewards very or fairly frequently (table 75). Two-thirds of foremen who had stewards representing the workers they supervised dealt directly with those stewards (table 76).

Table 75 How often deals directly with stewards by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Very frequently	19	15	18	50	13		48	10	-
Fairly frequently	41	44	53	15	46		20	50	46
Rarely	30	28	20	29	26		27	33	29
Never	4	1	8	6	5		-	2	-
Not answered	6	2	1	-	10		5	5	25
Total	100	100	100	100	100		100	100	100
(% base)	(225)	(38)	(46)	(25)	(45)	(8)	(16)	(26)	(21)

Table 76 Whether deals directly with steward

Foremen	%	%	%	%	%	%
Yes	66	67	81	47	63	59
No	34	33	19	53	37	41
Total	100	100	100	100	100	100
(% base)	(192)	(40)	(34)	(22)	(39)	(6)
						(14)
						(25)
						(12)

4.2.4 Issues raised by union officers

Officers were asked which issues they had discussed with stewards and members and which issues they had raised with management in the last twelve months (table A44). 'Union matters' included deduction of union subscriptions from wages, union membership, setting up shop stewards' committees and the number of stewards. 'Procedure for grievances and claims' included tactics in relation to procedure agreements and stewards' difficulty in getting to meet the management. There were some industrial variations: for example, 34% of officers in metal manufacture situations said they had discussed procedure for grievances and claims with stewards and members, and 80% of officers in food, drink and tobacco had raised issues of discipline with management.

4.2.5 Officers' contact with management

In 44% of unionised situations the senior manager had contacted a full-time officer at least once during the last twelve months. The average number of contacts (where there were any) was seven. The only industry to differ significantly from the average was food, drink and tobacco, in which 71% of senior managers had contacted officers on average five times. The corresponding figures for lower managers in all industries were 24% and four times.

59% of officers said they had contacted management at the sampled establishment less than once a month in the last twelve months, but most of the rest had had more frequent contact (table A37). In food, drink and tobacco two-thirds of the officers had had contact with management at least once a month.

4.2.6 Proportion of grievances involving officers

A majority of senior managers (60%) said that only a few grievances and claims involved the intervention of a full-time officer in the negotiations (table A38). The corresponding figures for the small number of lower managers who had dealings with officers were similar.

4.2.7 Relative importance of officers and stewards

In 78% of establishments the officers thought that the way industrial relations were organised gave them enough influence over the activities of stewards; 9% thought it did not, and 9% thought they did not need to influence but only to give advice. Officers were then asked whether they would like to play a more important part in domestic negotiations at the sampled establishment (table A39). Only 15% said yes (the difference between the 22% in engineering and 7% in chemicals and textiles is not statistically significant because of the small numbers involved). A further group of 22% said spontaneously that they were satisfied with the present position, and this group rose to 50% in food, drink and tobacco.

Managers were asked how important, in their system of negotiation and consultation, full-time officers were in comparison with stewards. Opinion among senior managers was divided, with a small majority saying officers were less important (table A40). There was some variation by industry - hardly any managers in engineering, but nearly half in food, drink and tobacco, thought officers were more important. In situations employing 100-249 persons 41% of managers thought officers were more important, but in situations of smaller and larger sizes a majority favoured stewards as important.

Lower managers were even more convinced of the importance of stewards: 67% thought they were more important than officers, 12% that officers were more important, and 21% that they were equally important.

A clear majority (69%) of senior managers would have preferred to have dealt with a steward rather than a union officer, if either were able to settle an issue (table A33). Again, lower managers were even more in favour than senior managers of dealing with stewards: 75% said stewards, 15% officers, and 6% had no preference.

Stewards were roughly evenly divided between thinking officers played a 'very' and a 'fairly' important part in local negotiations, though the proportions differed between industries (table 77). Only 15% thought officers played an unimportant part. 34% of stewards would have liked to see their officer play a more important part in local negotiations, 37% would have not, and 23% added that he already played an important part.

Table 77 Importance of officer in local negotiations by industry

<u>Stewards</u>	<u>Importance of officer in local negotiations by industry</u>							
	Total	Metal manuf &c	Mech, instr & engr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
Very important	38	37	42	68	24	47	17	22
Fairly important	43	37	53	30	54	27	45	50
Unimportant	15	22	5	2	22	13	15	21
Not answered	4	4	-	-	-	13	23	7
Total	100	100	100	100	100	100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(17)

4.2.8 Management disagreement with issues raised

Managers who said their stewards sometimes made unreasonable demands (about three-quarters of all managers) were asked what proportion of all grievances and claims they had disagreed with at the outset, regardless of what happened later on. Most senior managers said 'a few' or 'some' (table 78). Overall, 7% of senior managers said 'none', but in food, drink and tobacco this rose to 28%. The results for lower managers were broadly similar.

Table 78

Proportion of grievances and claims disagreed with
(regardless of outcome)
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%	%	%	%
All	1	-	-	2	-	-	3	
Most	13	11	13	9	19	22	6	
Some	37	31	52	7	39	41	47	
A few	40	45	28	54	40	24	39	
None	7	3	7	28	2	7	5	
Not answered	2	10	-	-	-	6	-	
Total	100	100	100	100	100	100	100	
(% base, those with stewards who some- times made unreas- onable demands)	(153)	(30)	(33)	(22)	(31)	(4)	(12)	(15) (6)

Only 6% of stewards (19% of senior stewards) said that a foreman had ever refused to discuss an issue they had raised with him. However, about two-thirds of stewards (84% of senior stewards) said there had been occasions when the foreman had disagreed with an issue but had been prepared to discuss it. Only 7% of stewards said this had happened very often. Most of the issues concerned were about working conditions or wages.

76% of stewards (79% of senior stewards) said that a lower manager had at some time disagreed with issues they had raised, but only about a quarter of these said this had happened very often. 75% of stewards (90% of senior stewards) said that a senior manager had at some time disagreed with issues they had raised. 10% of stewards (17% of senior stewards) said this had happened very often. The groups of issues with which both senior and lower managers had disagreed are set out in table 79.

Table 79

Issues with which management disagreed

<u>Stewards</u>	<u>Disagreed by</u>	
	Senior managers	Lower managers
Wage issues	62%	41%
Working conditions	31%	48%
Hours of work	20%	22%
Discipline	13%	10%
Employment issues	12%	8%
(% base, those who had raised issues with managers)	(103)	(59)

Union officers were asked what proportion of all the issues they had raised with management had been disagreed with at the outset, regardless of what happened later on.

Although the total replies of officers were distributed fairly evenly among categories ranging from 'all' to 'none' (table A41), the issues raised in food, drink and tobacco situations seem to have met with more initial opposition than those raised in chemicals and textiles. Three quarters of officers said that the disputed issues had included those concerning wages.

4.3 HOW EMPLOYEES RAISE ISSUES

4.3.1 Employees' access to management

Three-quarters of senior managers (81% of lower managers) said there were ways in which the ordinary employees could get access to management above foreman level without going through the foreman, if they had a grievance or claim (table 80). The ways of making such contact were said to be by direct contact or phoning (84% of senior managers who said there was access), stopping the manager on the shop floor (25%), through the works committee (7%), and through the union (6%).

Table 80 Whether any ways in which employees can get access to higher management without going through the foreman, if they have a grievance or claim by industry

<u>Senior managers</u>	Metal Mech, Food, Chems, Total manuf instr drink textils &c engr & tob &c					Distrib trades.	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%	%	%	%	%
Yes	75	64	72	87	75	81	90	71	73
No	17	32	24	13	18	12	4	20	3
Not answered	8	4	4	-	7	7	6	9	24
Total (% base)	100 (307)	100 (45)	100 (57)	100 (32)	100 (59)	100 (21)	100 (17)	100 (27)	100 (49)

A rather different aspect of employees' access to management was covered in a question on how often anyone above the foreman came round to see them personally about any aspect of the work they did. Only 7% said this happened very often, 20% said fairly often, 33% seldom, and 40% never. In 51% of cases the reason for the visit was said to be to inspect the work, 23% to give instructions, 20% to criticise or find fault, and 17% for personal relations.

4.3.2 Employees' access to stewards

Nearly half of the employees worked together with their steward, so there was no problem about meeting him (table 81). The rest were able to meet their steward fairly frequently.

Table 81 Frequency of contact between employee and steward by industry

<u>Employees</u>	Metal Mech, Food, Chems, Total manuf instr drink textils &c engr & tob &c					Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%	%	%	%	%
They work together	43	64	55	25	50	26	26	28	29
More than twice per day	7	5	7	2	8	-	19	2	13
Once or twice per day	20	16	13	26	25	12	12	27	21
Once or more per week	5	4	4	2	4	-	6	12	7
Once or more every two weeks	2	2	-	9	1	7	1	2	-
Less often	11	5	10	32	7	6	14	8	13
'When I need to'	3	-	4	-	1	6	5	4	15
Depends on shift	4	2	2	2	4	-	12	12	-
Never	5	2	5	2	-	43	5	5	2
Total (% base)	100 (491)	100 (85)	100 (98)	100 (61)	100 (79)	100 (16)	100 (43)	100 (70)	100 (39)

Most employees thought that it was easy to see their steward on union matters whenever they needed to, though this was less often the case in the distributive trades and public industries (table 82).

Table 82 Whether easy to see steward on union matters by industry

<u>Employees</u>	<u>Metal Mech, Food, Chems,</u>					<u>Distrib</u>	<u>Public</u>		<u>Office</u>
	<u>Total manuf</u>	<u>instr drink</u>	<u>Food, &c</u>	<u>tob</u>	<u>textls &c</u>		<u>Trades</u>	<u>Other</u>	
	%	%	%	%	%	%	%	%	%
Easy	91	94	98	94	92	71	87	81	92
Difficult	7	3	2	5	8	11	13	18	5
Don't know/Never tried	2	3	-	1	-	18	-	1	3
Total	100	100	100	100	100	100	100	100	100
(% base)	(491)	(85)	(98)	(61)	(79)	(16)	(43)	(70)	(39)

4.3.3 Comparison of steward and spokesman roles

Previous research on workplace industrial relations has not given much attention to the role played by unofficial employee representatives in raising grievances and claims with management. There were, for example, no questions on this subject in the Donovan survey. A number of questions were asked in the present survey designed to find out more about the frequency and character of the role of employee spokesmen and to make some comparisons with the role of stewards.

Foremen were asked whether they themselves ever represented the views of workers in their group to management. 79% said they did, rising to 85% in situations with 500 or more employees and 87% in distributive trades (in which most employees were non-union and might therefore be regarded as more in need of representation). However, it must be remembered that 'foremen' for the purposes of this survey were defined as having some minimum role in industrial relations - other 'non-industrial - relations' foremen might less often have had a spokesman role.

42% of senior managers said that representations were sometimes made to them on behalf of the sampled work group other than by stewards. The practice was more common in food, drink and tobacco situations (56%) and less common in distributive trades (26%). The representations could have been by foremen, although managers were not asked about this. 74% of managers who received such representations said they were not always made by the same person. 29% of managers who received representations said the demands made by the spokesmen were always reasonable, 44% said usually, 16% sometimes, and 1% never. This compares fairly well with the managers' views of the reasonableness of stewards' demands (see 5.3.3)

Rather more lower managers (51%) said they received representations other than by stewards. Slightly fewer lower managers (18%) said the spokesmen's demands were always reasonable, but otherwise the views of the two levels of management were similar.

Exactly the same proportion of foremen as senior managers (42%) sometimes received representations on behalf of the group other than by stewards. 76% of foremen who received representations said they were not always by the same person. 20% of foremen said the spokesmen's demands were always reasonable, 52% said usually, 26% sometimes, and 2% never.

38% of foremen who received representations said the spokesmen concerned sometimes dealt with management above their level. In 84% of such cases the spokesmen were supposed to raise an issue with the foreman before raising it with higher management. In 67% of all cases of the spokesmen dealing with higher management, they were supposed to get the foreman's permission first. However, 95% of the foremen who said their permission had first to be obtained also said that the spokesmen had ways in which they could get access to higher management without going through the foreman. The spokesmen mostly did this by going direct to the manager concerned or stopping him on the shop floor.

More information about spokesmen was obtained from employees. 9% of all those interviewed claimed to be a spokesman themselves, rising to 17% in food, drink and tobacco situations. A further 28% said that one or more other persons in the group sometimes acted as spokesman. 39% said that any one of the group could contact management on their own behalf, and only 22% said that no representations were ever made to management. 26% of employees who had a steward said they also had a spokesman.

90% of employees with a spokesman said it was easy to approach him with a grievance or claim whenever they needed to (only 4% said it was difficult). 49% of employees said the management allowed their spokesman to hold meetings of employees at the place of work, 31% said the management did not allow this, and the rest didn't know. Of employees with spokesmen who could hold meetings, 82% said the facilities for meetings were adequate.

Only 17% of employees thought there were questions which their spokesman ought to have been able to discuss with management but which management regarded as their own right to decide. The issues most often thought to be in need of discussion were wage issues. 80% of employees thought their spokesman had the right amount of influence over members of the group; 13% would have liked him to have more influence, and 3% less. 12% of employees thought their spokesman tried to get his own way with the group too much, but 17% thought he did not try enough.

Employees were asked who generally decided what action should be taken over any grievances or claim. 71% said the majority of the group decided, and 14% said the spokesman decided. Only 4% of employees said their spokesman had ever refused to raise an issue with management. The issues concerned were too varied to code. Asked whose point of view their spokesman usually took, 34% said the workers', 4% management's, and 52% fifty-fifty.

Where employees had both a steward and a spokesman they were asked about the relationship between the two. 71% of such employees (94% in engineering) said the steward and the spokesman co-operated in matters of industrial relations, and 20% said they dealt with completely different sorts of problems. By way of summing up the respective roles of steward and spokesman, table 83 shows a comparison of the main categories of answer given by employees.

Table 83 Comparison of the roles of stewards and spokesmen

Employees	Answers referring to:	
	Stewards	Spokesmen
Employees with such representation*	57%	37%
Easy to approach the representative	91%	90%
Representative can hold meetings of employees	76%	49%
Facilities for such meetings adequate**	77%	82%
Further questions representative ought to be able to discuss with management	16%	17%
Would like representative to have <u>more</u> influence over group members	21%	13%
Would like representative to have <u>less</u> influence over group members	2%	3%
Representative tries to get his own way with the group too much	8%	12%
Representative does not try enough to get his own way with the group	26%	17%
Representative generally decides himself what action should be taken over grievance/claim	10%	14%
Representative refused to raise an issue with management	4%	4%
Representative usually takes the workers' point of view	27%	34%

* (% base, all employees)

** (% base, those whose representative can hold meetings)
(in other cases % base = employees with such representation)

4.4 OPINION ON PROCEDURES AND HANDLING OF INDUSTRIAL RELATIONS IN GENERAL

4.4.1 Procedures in general

Following a sequence of specific questions on various types of procedure and agreements, senior managers were asked how well they thought the arrangements for dealing with employees' grievances and claims worked. About two-thirds said very well, though the proportion varied among industries (table 84). Only 2% of managers thought the arrangements did not work very well. Size of situation made very little difference to the replies, but managers in mass production plants (82%) were more inclined than those in continuous flow/process plants (42%) to say the arrangements worked very well.

In 63% of situations where managers had a written workplace agreement they said the arrangements for dealing with grievances worked very well, compared with 74% of situations where there was no written workplace agreement. Both written agreements and opinion on grievance arrangements were, however, linked with other variables, and it would be wrong to suppose that having a written agreement was itself a cause of dissatisfaction with the grievance procedure. In section 4.1.4 it was shown that situations in some industries and with some types of production more often had workplace agreements than others. For example, there seems to be a link between (1) food, drink and tobacco, continuous flow/process situations, written workplace agreements, and less than average satisfaction with the grievance arrangements, and (2) distributive trades, office situations, no workplace agreements, and above average satisfaction with the grievance arrangements. (These findings refer to the answers of senior managers, and are generalisations to which there are probably many individual exceptions.)

Managers who said the arrangements worked very well were asked to what they attributed this smooth working. The most frequent reply in nearly all industries was 'good management or staff relations' (table A42). The only exception was food drink and tobacco, in which more managers said 'good formal communication'.

Those who said the arrangements worked only fairly well or not very well were asked in what ways they did not work well (table A45) and how things could be improved (table A46). In both cases the most frequent answers concerned the consultation procedure, and the next most frequent answers concerned the efficiency of the formal procedure.

Table 84

Whether think arrangements for dealing with workers' grievances and claims work well by industry

<u>Senior managers</u>	Metal Mech, Food, Chems,					Distrib trades	<u>Public</u>		Office &c
	Total	manuf &c	instr engnr	drink & tob	textils &c		Transp	Other	
	%	%	%	%	%	%	%	%	%
Very well	65	78	50	57	65	86	78	59	67
Fairly well	28	20	47	36	24	9	18	34	19
Not very well	2	-	2	7	3	-	-	2	3
Not answered	5	2	1	-	8	5	4	5	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Lower managers were simply invited to express an opinion on the arrangements in general. Their views were similar to those of the senior managers, except that rather more of them (38%) thought the arrangements worked only fairly well.

The comparable question to foremen was whether the procedure for dealing with workers' grievances and claims worked well or not. A large majority in all industries thought it worked well (table A43). In situations with 500 or more employees 17% of foremen thought the procedure did not work well.

A small number of foremen who said the procedure did not work well were invited to say in what way, who was most to blame, and how things could be improved. Numbers were too small to analyse statistically, but the most frequent answers were that procedure did not work well because it was not adhered to or was too cumbersome; that (by a majority of two to one) management rather than the workers were to blame; and that the way to improve things was to introduce better consultation or adhere to procedure.

4.4.2 Management's handling of industrial relations

All groups other than managers were asked appropriate questions on the management's handling of grievances and claims. Foremen were asked whether their workers' grievances and claims were handled with reasonable speed or not. 80% of foremen said they were, but only 66% of the employees themselves thought this (tables 85-86).

Table 85 Whether workers' grievances and claims handled with reasonable speed by industry

Foremen	Total	Metal &c	Mech manuf &c	Food, instr engnr	Chem, drink & tob	Textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%	%
Yes, reasonable speed	80	92	78	63	81			70	79	82
No	8	6	13	11	6			8	6	8
Sometimes yes/sometimes no	6	-	9	7	7			14	9	2
Other answers	3	-	-	17	-			-	-	6
Not answered	3	2	-	2	6			8	6	2
Total	100	100	100	100	100			100	100	100
(% base, those whose workers had grievances)	(251)	(39)	(45)	(30)	(50)	(14)		(16)	(23)	(34)

Table 86 Whether grievances and claims are handled with reasonable speed by industry

Employees	%	%	%	%	%	%	%	%	%
Yes, reasonable speed	66	65	68	67	63	82	66	53	71
No	22	30	21	16	21	4	22	30	21
Sometimes yes/sometimes no	5	1	6	4	8	5	4	8	3
Don't know	5	3	4	11	5	9	3	4	2
Not answered	2	1	1	2	3	-	5	5	3
Total	100	100	100	100	100	100	100	100	100
(% base, those whose group had grievances)	(584)	(90)	(123)	(59)	(98)	(30)	(38)	(59)	(87)

Employees were invited to say how satisfied they were with the way grievances and claims were dealt with where they worked (the question did not apply to the 30% of employees who said that the people in their work group never had any grievances or claims that were taken to management). A majority were only fairly satisfied, though still only one in seven were dissatisfied (table 87).

Employees who thought their grievances and claims were not handled with reasonable speed made the suggestions for improvement set out in table 88. In office situations 68% of the relevant employees proposed speeding up the whole process as an improvement.

Table 87 Whether satisfied with the way grievances and claims are dealt with at workplace

<u>Employees</u>						Distrib trades	<u>Public</u>		Office &c
	Total	manuf &c	Metal instr engnr	Mech, Food, & tob	Chems, textils &c		Transp	Other	
	%	%	%	%	%	%	%	%	%
Very satisfied	24	26	16	28	24	26	25	13	39
Fairly satisfied	57	61	66	58	57	62	45	56	40
Dissatisfied	14	9	13	13	13	10	18	21	15
No problems	3	3	2	-	3	-	3	7	5
Don't know/not answered	2	1	3	1	3	2	9	3	1
Total	100	100	100	100	100	100	100	100	100
(% base, those whose group had grievances and claims)	(584)	(90)	(123)	(59)	(98)	(30)	(38)	(59)	(87)

Table 88 Suggested ways for improving procedure for handling grievances and claims by industry

<u>Employees</u>	%	%	%	%	%	%
Speed up whole process	35	37	23	22		49 68
Improve individuals	16	13	20	8		11 20
Management mix with staff	14	7	31	13		17 -
Stronger management	13	12	23	10		4 6
Set up works committee	9	12	14	7		2 8
More consultation/access	9	13	3	10		- 15
Improve union side	3	4	2	8		- -
Other answers	4	7	1	3		11 -
Don't know/no improvement needed	16	22	14	22		8 14
Not answered	4	-	-	7		11 -
Total	123	127	131	110		113 131
(% base, those saying grievances not handled with reasonable speed)	(171)	(28)	(37)	(13)	(31)	(3) (13) (25) (24)

Stewards and union officers were asked how efficient they thought the particular management were in handling industrial relations. Stewards generally rated management efficiency less highly than did officer (table 89). Differences between industry groups on this question were generally not large. Security of employment, however, appeared to influence stewards' judgment on this question: 27% of those who were very certain of continued employment said management was very efficient in handling industrial relations, compared with only 6% of those who were uncertain.

Table 89. Whether management are generally efficient at handling industrial relations

	Stewards	Senior stewards	Union officers
	%	%	%
Very efficient	12	16	22
Fairly efficient	57	42	53
Not very efficient	21	25	15
Inefficient	8	14	5
Other answers	2	3	5
Total	100	100	100
(% base)	(179)	(76)	(112)

CHAPTER 5 — PROCEDURES IN ACTION

The previous chapter dealt with the mechanics of industrial relations procedures. In this chapter we turn to the ways in which these procedures work out in practice, including the attitudes of the parties to each other and the sanctions taken by workers and their representatives in protest against what they regard as unsatisfactory procedures or actions.

5.1 FREQUENCY OF GRIEVANCES AND CLAIMS

To get some idea of the amount of industrial relations activity in different situations, we asked managers and foremen how many grievances, claims or industrial/employee relations problems arose among their employees. The question to managers referred to grievances and claims which came to their level, and the question to foremen referred to those which arose among the workers they supervised. Table 90 suggests that the maximum amount of industrial relations activity occurs at lower manager level, ie, that directly above first-level supervision. There was no significant correlation between the number or grievances and claims which the manager said came to his level and the number which the foreman said arose among the workers he supervised.

Table 90 Number of grievances and claims

	Senior managers (which came to managerial level)	Lower managers	Foremen (which arise among workers supervised)
	%	%	%
Many	13	19	5
Some	17	21	10
A few	61	58	71
None	5	2	13
Not answered	4	-	1
Total	100	100	100
(% base)	(307)	(160)	(288)

The findings are complicated by the fact that we took as 'foreman level' the people who had some responsibility for industrial relations, and so the figure of 13% of foremen having no grievances or claims arising among their workers is almost certainly an under-estimate of what would apply to all foremen. There is, too, the vagueness of the codes 'many', 'some', etc, and consequently the answers to this question should be treated as only broad indications of the amount of industrial relations activity at different levels.

Assuming, however, that the indefiniteness of the question affected all industries to about the same extent, some considerable industrial differences were found. These are shown for senior managers and foremen in tables 91-92. In general, the degree of industrial relations activity was similar for managers and foremen in a particular industry, with extremes of activity being in transport (high) and distributive trades (low).

As might have been expected, more grievances and claims were said to arise in situations with 500 or more employees (29% of managers said 'many') than in situations with 25-49 employees (2% 'many'). However, size of the situation made no appreciable difference to the number of grievances and claims which foremen reported, presumably because the larger situations tended to contain more foremen groups each of which was not too different in size from the small number of groups in smaller situations. Situations described as having continuous flow/process, mass production or fabrication had 22-23% of managers saying 'many', compared with only 6% of managers in maintenance/servicing/repairs.

Table 91 Number of grievances among employees which come to senior management level by industry

Senior managers	Metal	Mech.	Food,	Chems,	Distrib	Public	Office
Total	manuf	instr	drink	textls	trades	Transp	Other
	&c	engr	& tob	&c			&c
	%	%	%	%	%	%	%
Many	13	9	14	30	11	38	11
Some	17	18	14	16	23	17	31
A few	61	69	68	54	53	42	54
None	5	2	3	-	5	25	3
Not answered	4	2	1	-	8	-	4
Total	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)

Table 92 Number of grievances among employees supervised by industry

<u>Foremen</u>									
	%	%	%	%	%	%	%	%	%
Many	5	4	-	18	7	-	9	6	1
Some	10	9	14	5	15	-	20	-	12
A few	71	70	73	70	65	78	60	85	68
None	13	17	13	5	13	22	3	9	17
Not answered	1	-	-	2	-	-	8	-	2
Total	100	100	100	100	100	100	100	100	100
(% base)	(288)	(48)	(51)	(32)	(57)	(18)	(16)	(26)	(40)

Employees were asked whether the people in their work group ever had any grievances or claims that they took to management. In 68% of situations the employees said this happened: the industrial variation ranged from 76% in transport to 50% in distributive trades. 75% of employees in union situations took grievances and claims to management, compared with 55% in non-union situations.

5.2 ACTIVITIES OF STEWARDS

5.2.1 Stewards' handling of problems

When asked 'What does your steward do for you and your fellow employees?' a majority of workers answered in terms of taking grievances to the management or attending to grievances in other ways Table A47. In office situations the steward was less often thought to take grievances directly to the management and more often to be a means of informing employees of union policy.

In three-quarters of sampled situations the employees said they usually approached the foreman first with a problem that either the foreman or steward could handle (table 93). However, four in five stewards said that members sometimes brought problems to them without first contacting their foreman (table 94). In interpreting these results it must be remembered that 'foremen' were sampled as the first level of management with some responsibility for industrial relations. This was made clear to employees, and thus all foremen being compared with stewards were involved in industrial relations in some way.

Table 93 Who is usually approached first with a problem that either the foreman or the steward could handle

<u>Employees</u>								
	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp Other	Office &c
	%	%	%	%	%	%	%	%
Foreman	74	66	73	82	80	62	61	79
Steward	22	28	27	18	17	26	37	11
Don't know	4	6	—	—	3	12	2	10
Total	100	100	100	100	100	100	100	100
(% base, those with a fore- man)	(473)	(81)	(96)	(61)	(78)	(15)	(40)	(67)

Table 94 Whether members ever bring problems to steward without first contacting foreman by industryStewards

	%	%	%	%	%	%	%
Yes	82	86	93	91	91	71	70
No	17	14	7	9	9	21	30
Not answered	1	—	—	—	—	8	—
Total	100	100	100	100	100	100	100
(% base, those with a fore- man)	(170)	(31)	(28)	(21)	(31)	(6)	(15)

5.2.2 Relations between stewards and members

Information on this subject was sought from foremen, stewards and their members. 52% of foremen thought there were circumstances in which stewards were unlikely to get their members to agree with them. 30% of stewards (46% of senior stewards) also said that this applied to them. The circumstances in which disagreement was thought likely to arise are set out in table 95.

Table 95 Circumstances in which stewards were thought unlikely to get members to agree with them

	<u>Foremen</u>	<u>Stewards</u>
	%	%
Wage issues	48	46
Steward couldn't get backing to raise an issue with management	16	16
Steward couldn't get members to agree to a management proposal	12	33
Hours of work	11	23
Steward couldn't get members to take industrial action	10	10
Work conditions	8	11
Steward couldn't stop members taking industrial action	3	5
Other answers	17	26
Total	125	170
(% base, those who said there were such circumstances)	(65)	(53)

%s add to more than 100 because some informants gave more than one answer.

Foremen and the stewards themselves were asked whether the steward could get his members to see things his way when a dispute arose and get them to do what he thought was right. There was general agreement that this happened 'usually' or 'sometimes' rather than 'always' (table 96).

Table 96 Whether steward can get his members to see things his way and get them to do what he thinks is right when a dispute arises

	Foremen	Stewards	Senior stewards
	%	%	%
Always	11	14	13
Usually	52	56	67
Sometimes	31	22	13
Never	3	1	3
Don't know	2	-	-
Not answered	1	7	4
Total	100	100	100
(% base)	(127)	(179)	(76)

80% of employees said that the majority of members decided what action should be taken over any grievance or claim: only 10% said that the steward himself decided. Employees had varying views about the extent to which the steward tried to get his own way with members, but in every industry employees saying 'not enough' outnumbered those saying 'too much' (table 97).

60% of foremen thought stewards acted more as mouthpieces of their members, 31% thought they acted more as leaders, and 5% thought both. On the question of stewards having enough influence over their members, a majority of both employees and stewards agreed that the present situation was about right (table A60). Slightly more employees (21%) than stewards (15%) would have liked the steward to have more influence.

Table 97 How far steward tries to get his own way with members by industry

Employees	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
About right/fair	37	38	36	31	43	24	38	37	39
Not enough	26	31	27	38	22	12	22	20	25
Too much	8	11	7	4	13	6	4	8	10
Steward accepts majority decision	8	4	13	15	5	-	15	2	8
He doesn't try	4	4	3	-	7	6	5	2	-
Other answers	3	1	7	-	1	6	6	4	2
Don't know	13	10	4	12	9	46	10	27	16
Not answered	1	1	3	-	-	-	-	-	-
Total	100	100	100	100	100	100	100	100	100
(% base)	(491)	(85)	(98)	(61)	(79)	(16)	(43)	(70)	(39)

84% of employees said that their steward had never refused to raise an issue with management. 80% of the stewards said the same about themselves. Finally, 34% of stewards said that their members' demands were always reasonable, 53% said usually, and 11% sometimes. Senior stewards answered in similar proportions.

5.2.3 Point of view taken by stewards

Managers, foremen and employees were asked whose point of view the stewards usually took. Only the managers had a clear majority who thought that their stewards usually took the workers' point of view (tables 98-99 and A48). Lower managers answered similarly to senior managers, except that 45% thought it was 50-50. More than twice as many employees thought their steward expressed a 50-50 view than thought he expressed the workers' view, and this held good for situations as widely different as engineering and offices. However, there is some indication (based on unreliably small numbers) that stewards in public industries other than transport more often expressed the workers' point of view.

Table 98 Points of view usually taken by stewards by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engrn	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
	%	%	%	%	%		Transp	Other	%
Management	1	-	-	3	-	-	-	-	6
Workers	57	62	68	75	47	67	59	24	24
50/50	34	36	31	18	42	24	36	26	26
Don't know	1	-	-	-	-	-	-	-	17
Not answered	7	2	1	4	11	9	5	27	
Total	100	100	100	100	100	100	100	100	
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(7)	(16)	(26)	(21)

Table 99

Employees

	%	%	%	%	%	%	%	%	%
Management	3	5	2	3	3	10	8	1	-
Workers	27	21	27	26	28	25	25	37	23
50/50	61	64	70	66	62	34	59	47	60
Don't know	8	8	1	5	7	31	8	13	17
Not answered	1	2	-	-	-	-	-	2	-
Total	100	100	100	100	100	100	100	100	100
(% base)	(491)	(85)	(98)	(61)	(79)	(16)	(43)	(70)	(39)

5.2.4 Whether stewards are helping management

A large majority of senior managers thought that their stewards were helping management to some extent to solve its industrial relations problems (table 100). Managers in the public sector were less likely to say this, and the pattern of lower managers' and foremen's answers was similar to that of senior managers. The larger the number of employees in the situation, the greater the stewards' contribution was thought to be. In situations where the firm ran courses in industrial relations 83% of managers thought stewards were helping to some extent, compared with 70% of managers where no such courses were run. Even when the question was restricted to stewards' part in helping management to solve its production problems, more managers said they made a contribution than said they didn't (table 101). Again, the answers of lower managers and foremen were similar. The answers of stewards themselves generally confirmed this picture, except that fewer of them (7%) thought they were not helping management at all (table 102). In the non-transport part of the public sector, however, stewards generally evaluated their contribution to solving management's problems as minor. 67% of senior stewards thought they were helping management 'quite a lot'.

Table 100 Whether stewards help management to solve industrial relations problems by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Quite a lot	42	52	41	71	37		41	31	22
In a minor way	28	27	21	15	36		20	25	40
50/50	5	7	-	8	9		-	9	6
Not at all	16	12	24	6	7		34	30	7
Don't know	2	-	9	-	-		-	-	-
Not answered	7	2	5	-	11		5	5	25
Total	100	100	100	100	100		100	100	100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(7)	(16)	(26)	(21)

Table 101 Whether stewards help management to solve production problems by industry

Senior managers	%	%	%	%	%	%	%	%
Quite a lot	15	13	12	12	9	28	24	7
In a minor way	31	49	20	36	39	18	22	31
50/50	3	3	-	4	6	4	4	7
Not at all	44	33	64	48	36	45	45	30
Not answered	7	2	4	-	10	5	5	25
Total	100	100	100	100	100	100	100	100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(7)	(16)	(26)

Table 102 Whether stewards think they help management to solve its problems by industry

Stewards	%	%	%	%	%	%	%	%
Quite a lot	55	60	74	67	50	61	28	41
In a minor way	34	27	22	28	40	31	53	40
Not at all	7	8	2	5	6	4	15	13
Not given opportunity by management	2	2	2	-	4	-	-	-
Other answers	2	3	-	-	-	4	4	6
Total	100	100	100	100	100	100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)

5.2.5 Stewards' impact on increasing earnings

49% of employees said that their personal earnings had at some time been increased as a result of the efforts of their steward. The figure varied from 72% in engineering situations to 29% of offices, (table 103) and from 64% of semi-skilled to 33% of clerical employees. 69% of stewards (89% of senior stewards) said that, as a result of their own efforts, they had increased members' earnings (table 104). In all industries the proportion of stewards who claimed that they had increased members' earnings exceeded the proportion of employees who said their earnings had been increased, and in the case of office situations this discrepancy was very wide indeed.

Table 103 Whether personal earnings ever increased as a result of steward's efforts by industry

<u>Employees</u>	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Yes	49	56	72	40	48	34	31	40	29
No	46	41	25	56	44	46	65	57	58
Don't know	5	3	3	4	8	20	4	3	13
Total	100	100	100	100	100	100	100	100	100
(% base)	(491)	(85)	(98)	(61)	(79)	(16)	(43)	(70)	(39)

Table 104 Whether members earnings ever increased as a result of steward's efforts by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%
Yes	69	73	94	49	68		45	68
No	31	27	6	51	32		55	32
Total	100	100	100	100	100		100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)

5.2.6 Evaluation of stewards' work

In 87% of establishments* the union officer said the work of stewards there was 'very valuable', and nearly all the rest said it was 'fairly valuable' (table A49).

Two-thirds of officers thought that stewards contacted them to about the right extent (table A50). Small minorities thought that stewards were either too ready or too slow to contact them.

* Union officers were interviewed in respect of sampled whole establishments, since the distinction between industrial relations situations made with other types of informant was found not to be realistic in their case.

With a view to comparing the stewards in our sampled establishments with the general run of stewards, we asked officers about the experience and militancy of the sampled stewards. In theory, since there was no known bias in the selection of stewards, equal numbers of officers should have said particular sampled stewards were more experienced and less experienced (compared with others they were responsible for). The same should have applied to relative militancy. But tables A51-52 show that this was not so, particularly in the case of militancy. There is no obvious explanation of this, though it may have something to do with officers reluctance to use the word 'militant' about any of their stewards.

Apart from the question of militancy, tables A49-51, taken together, suggest certain industrial differences. Stewards in metal manufacture seem to be regarded as less valuable in their work than other stewards, less likely to be 'about right' in frequency of contacting the officer, and less experienced. On the other hand, stewards in engineering were rated above average in doing valuable work, contacting their officer 'about right' and being more experienced.

Stewards themselves were slightly more likely than union officers to say that the work of stewards was accepted willingly by management (tables 105-6).

The industrial analysis of answers shows some discrepancies between those of stewards and officers, but when the views of managers are taken into account it seems they are closer to those of stewards. Thus a higher than average proportion of managers in metal manufacture (52%, table 99) thought the stewards were helping to solve industrial relations problems, which is consistent with the high proportion of metal manufacture stewards who thought their work was accepted willingly, but is inconsistent with the 32% of officers in metal manufacture who thought the stewards' work was accepted only unwillingly.

Table 105 How far work of steward is accepted by management by industry

Stewards	Total	Metal manuf &c	Mech, instr & engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%		%	%
Accepted willingly	89	92	95	91	75		100	88
Accepted unwillingly	10	6	5	9	24		-	10
Don't know	1	2	-	-	1		-	2
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)

Table 106 Whether work of stewards is accepted by management by industry

Union officers

	%	%	%	%	%
Accepted willingly	81	66	79	88	95
Accepted unwillingly	17	32	21	9	3
Tolerated	2	2	-	3	2
Total (% base, those respons- ible for stewards)	100 (114)	100 (19)	100 (31)	100 (16)	100 (19)

The stewards had varying views about how well their work was appreciated by their union (table 107). In chemicals, textiles and the non-transport public sector two in five stewards thought their work was taken for granted, though this feeling was comparatively rare in engineering, food, drink and tobacco.

Table 107 Whether work of stewards is appreciated by union by industry

Stewards	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%		%	%
Very well appreciated	39	22	56	44	34		50	26
Fairly well appreciated	33	57	25	49	24		16	32
Not for granted	25	18	9	7	42		29	40
Not appreciated	1	-	-	-	-		-	2
Don't know	2	3	10	-	-		5	-
Total	100	100	100	100	100		100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)

5.3 ATTITUDES OF THE PARTIES5.3.1 Management's attitude towards the union

Only 8% of stewards and employees in union situations thought management's attitude towards unions was not reasonably fair (tables 108-109). Some of the remaining employees did not express an opinion on this question, and so there were more stewards than employees thinking management was reasonably fair. In the distributive trades 40% of employees did not express an opinion, and the same applied to women in all industries taken together.

Table 108 Fairness of management's attitude towards unions by industry

Employees	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%
Yes, reasonably fair	76	81	76	66	83	55	77	81
Yes (qualified)	2	1	1	11	2	-	-	2
No, not fair	8	7	11	13	5	5	8	9
Don't know	14	11	12	10	10	40	15	8
Total	100	100	100	100	100	100	100	100
(% base)	(541)	(89)	(108)	(65)	(91)	(21)	(47)	(75)

Table 109

Stewards

	%	%	%	%	%	%	%	%
Yes, reasonably fair	90	78	91	100	85		100	96
No, not fair	8	20	9	-	8		-	-
Other answers	2	2	-	-	7		-	4
Total	100	100	100	100	100		100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)

94% of foremen thought management's attitude to unions was reasonably fair, and most of the rest either did not deal with union representatives or did not express an opinion.

5.3.2 Reasonableness of management

Both senior and lower managers were asked whether lower levels of management were more ready or less ready than they were to agree to union demands. In the case of lower managers, the level referred to would by definition be foremen. More than twice as many senior managers said that lower levels were less ready than said these levels were more ready. Lower managers expressed similar views, but not so strongly (tables 110 and A53). In metal manufacture the difference was even more marked, and the same applied to managers in continuous flow/process situations (6% said lower levels were more ready, 53% less ready).

Table 110 Whether lower management are more or less ready to agree to union demands than senior management by industry

Senior managers	Total	Metal manuf &c	Mech, instr & engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%		%	%
More ready	18	8	21	15	22		23	18
Less ready	38	67	40	58	25		28	36
Just as ready	21	21	29	4	21		8	31
Demands go to higher level	5	-	-	8	12		14	-
No union demands	2	1	1	4	3		-	-
Other answers	5	-	3	1	5		15	6
Don't know	5	1	4	8	3		3	4
Not answered	6	2	2	2	9		9	5
Total	100	100	100	100	100		100	100
(% base, those with foremen)	(252)	(41)	(53)	(27)	(56)	(10)	(16)	(26)

In views of foremen on this question were similar to those of management. More than twice as many foremen thought higher levels of management were more likely to accept union demands than thought they themselves were (table 111). In the non-transport public sector, however, no such difference was apparent, and in the smaller situations (employing 25-49 persons) foremen more often thought they were more likely to accept union demands. The same applied to foremen in maintenance/servicing/repairs.

Table 111 Who is thought more likely to accept union demands by industry

Foremen	Total	Metal manuf &c	Mech, instr & engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%		%	%
Foreman	20	21	29	12	17		15	31
Higher levels of management	47	60	46	55	54		34	30
Management and foreman the same	5	2	11	-	6		8	-
Other answers	1	-	-	4	-		3	2
Don't know/Don't deal with union	26	16	14	29	23		32	35
Not answered	1	1	-	-	-		8	2
Total	100	100	100	100	100		100	100
(% base)	(216)	(42)	(38)	(24)	(48)	(8)	(16)	(26)

Stewards were more evenly divided concerning management reasonableness, though a small majority thought higher management were more reasonable to deal with (table 112). Once again, food, drink and tobacco informants stood out against the main trend. Senior stewards generally held the view that higher management were more reasonable - 63% said this, against only 11% who opted for lower management.

Table 112 Whether higher or lower management more reasonable to deal with by industry

<u>Stewards</u>	Total	Metal &c	Mech, manuf &c	Food, instr &c	Chems, drink &c	Textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%	%
Higher management more reasonable	35	46	36	17	44			26	45
Lower management more reasonable	30	7	43	58	30			18	14
Varies	4	2	7	5	2			10	-
No difference	23	39	10	20	21			37	16
Can't say, don't deal with higher management	5	4	4	-	-			9	19
Don't know	2	2	-	-	-			-	6
Not answered	1	-	-	-	3			-	-
Total	100	100	100	100	100			100	100
(% base, those who had contact with management)	(169)	(30)	(29)	(21)	(28)	(7)		(16)	(16)

Stewards who said lower levels of management were more reasonable tended to think this was in relation to working conditions and 'minor issues'; those who said higher management were more reasonable most often mentioned wages, working conditions, and 'any subject'.

Nearly all union officers thought that the particular managements sampled were very or fairly reasonable in dealing with issues they raised. In chemicals and textiles a particularly high proportion of officers said that the management was very reasonable (table 113).

Table 113 Whether management are reasonable in dealing with issues raised by industry

<u>Union officers</u>	Total	Metal &c	Mech, manuf &c	Food, instr &c	Chems, drink &c	Textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%	%
Very reasonable	37	21	30	12	78				
Fairly reasonable	57	63	65	85	20				
Unreasonable	2	11	-	-	2				
Other answers	4	5	5	3	-				
Total	100	100	100	100	100				
(% base, those who raised issues with management)	(107)	(19)	(27)	(15)	(20)	(5)		(5)	(8)

In an attempt to get a comparative and reasonably objective view of the reasonableness of particular managements, we asked officers to compare the sampled management with those in other firms in the same industry. As in the case of officers' comparisons of stewards (see 5.2.6), there were many more officers willing to say that a particular management was 'more reasonable' than 'less reasonable' as compared with managements of other firms in the same industry (table A54).

5.3.3 Reasonableness of stewards

Managers and foremen were asked how reasonable they thought stewards were to deal with. It is clear from tables 114-115 that very few senior managers or foremen thought stewards were unreasonable, and in food, drink and tobacco situations stewards seem to be regarded as exceptionally reasonable. 64% of senior managers who thought stewards took a 50/50 point of view also thought they were very reasonable, compared with 37% of those who thought stewards took the workers' point of view.

All foremen except those who said stewards' grievances were always reasonable were asked what unreasonable demands the stewards had made. In 34% of cases foremen referred to excessive wage claims, 17% to work conditions, 15% deployment of labour, 7% hours worked, and 6% amount or allocation of overtime.

Table 114 How reasonable stewards are to deal with by industry

Senior managers	Total manuf &c	Metal mech, instr &c	Food, drink &c	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%
Very reasonable	46	50	27	80	35	62	35	52
Fairly reasonable	45	48	68	18	53	25	58	16
Unreasonable	3	-	4	-	1	13	2	7
Not answered	6	2	1	2	11	-	5	25
Total	100	100	100	100	100	100	100	100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(7)	(16)	(21)

Table 115 Whether grievances raised by stewards are reasonable by industry

Foremen	%	%	%	%	%
Always	30	18	26	42	27
Usually	50	69	63	32	53
Sometimes	19	11	11	26	20
Not answered	1	2	-	-	-
Total	100	100	100	100	100
(% base, those who dealt with stewards)	(127)	(27)	(27)	(10)	(25)
	(4)	(12)	(15)	(7)	

About three-quarters of managers thought stewards' demands were always or usually reasonable (tables 115 and A55). In engineering, however, 42% of managers thought stewards' demands were only sometimes reasonable.

5.3.4 Reasonableness of workers

Four in five foremen thought that grievances and claims raised by workers directly with them were always or usually reasonable, though again a sizeable minority (26%) of engineering foremen thought they were only sometimes reasonable (table 116). In situations described as continuous flow or process, 27% of foremen thought workers' grievances were only sometimes reasonable, but this applied to only 4% of foremen in maintenance/servicing/repairs and 5% in office/distribution/transport. Although all managers and foremen were given the chance to say that workers' or stewards' demands were never reasonable, less than 1% (two persons) gave this answer.

Table 116 Whether stewards demands are reasonable by industry

Senior managers	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%		%	%
Always	18	14	11	5	15		18	29
Usually	52	61	38	75	58		44	56
Sometimes	21	23	42	18	15		33	8
Don't know	1	-	-	2	-		-	2
Not answered	8	2	9	-	12		5	5
Total	100	100	100	100	100		100	100
(% base, those with stewards and foremen)	(209)	(36)	(41)	(24)	(43)	(7)	(15)	(24)

Table 117 Whether grievances raised by workers are reasonable by industry

Foremen		%	%	%	%	%	%	%
Always	19	14	22	12	31	3	8	17
Usually	62	78	52	45	48	81	87	78
Sometimes	14	8	26	19	20	8	5	-
Don't know/don't deal with them	2	-	-	7	1	-	-	3
Not answered	3	-	-	17	-	8	-	2
Total	100	100	100	100	100	100	100	100
(% base, those who dealt with grievances)	(251)	(39)	(45)	(30)	(50)	(14)	(16)	(23)

5.3.5 Management and good industrial relations

Foremen, employees, stewards and union officers were all asked whether management generally did a lot to establish good relations between workers and management, made some effort, or did little or nothing. The comparative answers are given in table 118. Foremen generally gave management most credit in this respect, and employees in union situations gave them least credit.

Table 118 Whether management attempt to establish good relations between workers and management

	Foremen	Employees in union situations	Employees in non-union situations	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%
Do a lot	46	25	30	37	24	32
Make some effort	48	48	47	45	59	53
Do little or nothing	5	22	15	17	14	10
Other answers	1	2	1	-	3	5
Don't know	-	-	5	-	-	-
Not answered	-	3	2	1	-	-
Total	100	100	100	100	100	100
(% base)	(288)	(541)	(316)	(179)	(76)	(113)

All employees were shown a sheet containing ten pairs of contrasted statements about management and the way they handled industrial or employee relations. Employees were asked to mark each pair of statements on a five-point scale from 'agree strongly' with one statement to 'agree strongly' with its opposite. On the sheet shown to employees the pairs of statements were randomly positioned on the left and right. In table 119 what might be called the 'ineffective' or 'negative' answers appear on the left and the 'effective' or 'positive' answers on the right. In the case of strictness or giving in about grievances and claims, strictness is put on the left only because it was found to be more strongly correlated with the other 'ineffective' answers than with the 'effective'.

By the simple process of adding up the 'agree strongly' percentages on both sides, and ignoring the controversial item on grievances and claims, it may be concluded that the 'ineffective' answers equate closely in frequency with the 'effective'. However, this is perhaps to oversimplify the picture unduly. There is some evidence that the third, fourth and fifth items constitute a cluster which may be labelled 'strictness/indulgency' and the other seven items constitute a more diffuse cluster which may be described loosely as 'effective/ineffective ways of dealing with people'. A general conclusion might then be that a majority of employees saw their management as more strict than indulgent, but on the whole effective rather than ineffective in dealing with people.

Table 119 Opinions of management and the way they handle industrial or employee relations

Employees (% base, 857)	Agree strongly	Agree	Don't know/ neither/ not answered	Agree	Agree strongly	
They take a long time to give a decision	17%	23%	18%	33%	9%	They give a decision quickly
They ignore other people's ideas	5%	11%	16%	51%	17%	They take notice of other people's ideas
They make a lot of rules	22%	31%	17%	22%	8%	They tend not to make rules
They insist that the rules are not broken	30%	32%	14%	20%	4%	They don't mind too much if the rules are broken
They are tough about grievances and claims	17%	27%	33%	17%	6%	They give in fairly easily about grievances and claims
They are set in their ideas	17%	20%	13%	38%	12%	They are willing to change their ideas
They don't consult the people affected before they make changes	17%	20%	14%	31%	18%	They consult the people affected before they make changes
They are inconsistent in their decisions	11%	17%	22%	34%	16%	They are consistent in their decisions
It is difficult to get to see them	8%	9%	8%	40%	35%	It is easy to get to see them
They never give reasons for their decisions	11%	14%	17%	41%	17%	They always give reasons for their decisions

Table 120 Whether any national strike in the previous two years
by industry

<u>Senior managers</u>	Total	Metal &c	Manuf instr &c	Mech, engnr & tob	Food, drink &c	Chem's, textils &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%	%
Yes	21	30	45	2	23	-	32	12	4
No	75	69	52	98	70	100	64	83	85
Not answered	4	1	3	-	7	-	4	5	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Table 121 How often non-national strikes occurred in the previous two years
by industry

<u>Senior managers</u>	%	%	%	%	%	%	%	%	%
Frequently	1	-	2	-	-	-	4	-	-
Seldom	13	10	34	17	5	-	21	6	6
Once only	18	21	25	32	15	-	10	23	7
Never	63	67	37	51	72	98	65	66	70
Not answered	5	2	2	-	8	2	-	5	17
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Table 122 How often non-national strikes occurred in the previous two years
by industry

<u>Foremen</u>	%	%	%	%	%	%	%	%	%
Frequently	1	-	-	-	-	-	8	-	-
Seldom	13	6	23	33	3	-	8	26	4
Once only	12	24	9	3	15	14	15	13	3
Never	74	70	68	64	82	86	69	61	93
Total	100	100	100	100	100	100	100	100	100
(% base)	(288)	(48)	(51)	(32)	(57)	(18)	(16)	(26)	(40)

Table 123 How often non-national strikes occurred in the previous two years
by industry

<u>Employees</u>	%	%	%	%	%	%	%	%	%
Frequently	1	-	1	-	-	-	3	2	-
Seldom	8	6	14	17	5	-	6	10	2
Once only	14	26	17	20	12	1	16	15	6
Never	76	66	66	63	82	97	74	72	92
Not answered	1	2	2	-	1	2	1	1	-
Total	100	100	100	100	100	100	100	100	100
(% base)	(857)	(127)	(166)	(94)	(149)	(60)	(47)	(78)	(136)

5.4 STRIKES AND OTHER SANCTIONS

5.4.1 Strikes

Information about the occurrence of strikes affecting the sampled situations was sought in two stages: first national strikes, then others. The various types of informant were asked about strikes during the previous two years within the units of which they had experience: managers and stewards about the whole situation, foremen and employees about the particular work group.

The highest proportion of national strikes were reported by senior managers (table 120), presumably because they had more knowledge of the effect of such strikes on some part of their situation. There was also considerable industrial variation, from 45% of situations affected in engineering to none in distributive trades. Size of situation also affected the impact of national strikes. Only 9% of senior managers in situations employing 25-99 employees said that a national strike had affected them, but the proportion rose to 45% among managers with 500 or more employees. Only 10% of all employees reported that a national strike had affected their work group in the previous two years.

Rather more information was sought about strikes other than national strikes. In about a third of the situations the managers and stewards said that there had been a non-national strike in the previous two years, compared with about a quarter of foremen and employees who said that such a strike had occurred in their work group (tables 121-124). 32% of employees in unions reported strikes, compared with 8% of employees not in unions. Again there was a marked variation by size: 25% of managers with 25-99 employees reported strikes, compared with 58% of managers with 500 or more employees. Frequent strikes were said to have taken place by only 1% of informants, and most of these were in the public sector or in engineering.

In situations where managers said that many or some grievances and claims came to their level 44% said there had been strikes, compared with 26% of managers who had only few or no grievances and claims. Where there were written agreements above workplace level 43% of managers reported strikes, compared with 26% with no written agreements above workplace level. A similar picture was found with written workplace agreements, the figures for strikes being 46% and 22% respectively. Where managers thought national agreements were not useful 61% had strikes, compared with 30% where national agreements were thought useful. Only 22% of managers who thought that the arrangements for dealing with grievances and claims worked well reported strikes, but 58% who thought the arrangements worked only fairly well or not very well had strikes. According to managers' answers, the incidence of strikes was not affected by the existence or non-existence of payment by results.

An interesting relationship was found between the frequency of strikes reported by stewards and their views of the different levels of management. Among stewards who said there was no difference between management levels, only 18% had had strikes, rising to 34% where higher levels were thought more reasonable and to 49% where lower levels were thought more reasonable (with the implication that higher levels of management were thought less reasonable).

In situations where stewards said there was scope for improving the workplace procedure 46% reported strikes, compared with 27% who thought there was no such scope. Among stewards who thought there were issues they ought to be able to discuss with management 41% reported strikes, as did 29% of those who thought there were no such issues. 60% of stewards who were dissatisfied with their access to management reported strikes (30% who were very satisfied), and there was a corresponding but smaller difference between stewards who were satisfied and dissatisfied with the physical facilities.

Among employee trade unionists who thought that the management's attitude to unions was not reasonably fair 45% reported strikes, compared with 31% who thought management's attitude was fair.

Table 124 How often non-national strikes occurred in the previous two years by industry

<u>Stewards</u>	Total	Metal &c	Mech, manuf engnr	Food, instr & tob	Chems, drink &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%
Frequently	2	-	-	-	-	-	14	-
Seldom	18	14	45	25	5	16	17	9
Once only	15	23	22	4	18	18	-	18
Never	65	63	33	71	77	66	69	73
Total	100	100	100	100	100	100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(17)

We obtained details about the strike mentioned, or, in cases of more than one strike, about the most recent one (table 125). We did not ask management for these details and not all of the questions were put to foremen, employees and stewards. The percentages shown should be taken only as a rough guide, since large minorities of employees and foremen did not know much about the strikes. Among employees it will be seen that there was a slight tendency to think that other employees were generally for the strike even though the informant himself said he was not.

Table 125 Details of (most recent) strike

		Foremen	Employees	Stewards	Senior stewards
		%	%	%	%
Whether permission obtained from the union before the strike took place:	Yes	44	56	47	31
	No	37	23	47	69
What the strike was about:					
Wage issues		55	44	41	57
Working conditions		19	9	9	17
Hours of work		1	5	5	-
Discipline		3	4	14	3
Employment issues		5	14	13	14
Other causes		11	25	18	14
Whether procedure within the workplace had been exhausted:	Yes	33	-	79	67
	No	24	-	12	33
How strike decision taken:					
Stewards called strike		13	5	-	-
Called by majority vote		49	70	-	-
Called by union		15	19	-	-
Whether full time union officer brought in:	Yes	47	-	72	57
	No	24	-	27	43
How long strike lasted:					
Less than 1 day		26	17	22	29
1 day		17	20	19	23
2 days - 1 week		51	49	50	40
Over 1 week		5	8	7	8
Whether <u>informant</u> generally for or against the strike:	For	-	56	-	-
	Against	-	31	-	-
Whether informant's <u>fellow employees</u> generally for or against:	For	-	67	-	-
	Against	-	17	-	-
(% base, those with a strike in the previous 2 years)		(74)	(209)	(64)	(35)

Some differences between industries may be worth noting, although only the sample of employees provided numbers large enough to analyse. In metal manufacture situations only 1% of employees said the strike was about employment issues, but in food, drink and tobacco 45% said this. Among engineering employees 42% said union permission was not obtained for the strike, but in food, drink and tobacco only 2% said this. Only 33% of metal manufacture employees said the strike was called by majority vote, but 91% of engineering employees said this. In non-transport public industry situations 91% of employees were for the strike, but in metal manufacture there was a 44%-32% majority against.

5.4.2 Other forms of pressure

All informants except union officers were asked whether forms of pressure other than strikes had been used against management in the previous two years. The question to managers and stewards referred to the whole situation, and the question to foremen and stewards referred to the particular work group. Tables 126-127 show the answers by senior managers and stewards, and clearly the only industry groups which are relatively free from these forms of pressure are distributive trades and office situations. The answers of lower managers, foremen and employees were similar to those of senior managers. In some industries, such as food, drink and tobacco and metal manufacture, managers and foremen tended to call a particular pressure a 'go slow' while stewards called it a 'work to rule'.

Table 126 Other forms of pressure used against management in the previous two years by industry

Senior managers	Total	Metal	Mech,	Food,	Chems,	Distrib	Public	Office
	manuf	manuf	instr	drink	textils	trades	Transp	Other
	&c	&c	engr	& tob	&c			&c
	%	%	%	%	%	%	%	%
Overtime bans	24	29	45	28	18	-	22	32
Threats to strike	19	27	30	7	23	-	33	22
Working to rule	19	17	36	21	16	-	23	29
Go slows	9	17	14	22	4	2	9	7
Non-cooperation	1	1	-	8	-	-	3	2
Blacking	1	2	5	-	-	-	-	-
Threats of overtime bans	1	-	-	-	2	-	-	-
Other forms of pressure	5	-	4	17	2	-	9	19
At least 1 form of prssr.	38	36	59	37	37	2	42	64
None	57	61	40	56	55	98	58	31
Not answered	5	3	1	7	8	-	5	5
Total	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(49)

Table 127 Other forms of pressure used against management in the previous two years by industry

Stewards	%	%	%	%	%	%	%	%
Overtime bans	38	38	48	61	27		27	42
Threats to strike	24	17	41	22	22		26	26
Working to rule	30	14	41	49	30		15	49
Go slows	7	9	18	2	7		3	7
Blacking	3	-	-	-	-		-	-
Other forms of pressure	4	-	-	6	2		-	12
At least 1 form of prssr.	60	45	77	85	52		39	81
None	40	55	23	15	48		61	19
Total	100	100	100	100	100		100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)

Those who had experienced at least one form of pressure were asked how often this (or all forms of pressure taken together) had been used in the previous two years: 29% of the relevant senior managers said once, 25% twice, 34% three or four times, and 10% five or more times. The answers of other types of informant were fairly similar.

5.4.3 Effectiveness of strikes

Employees were invited to express their views on which got more satisfactory results from their management - strikes and other forms of pressure or going through the procedure for settling disputes. A large majority preferred going through the procedure, although more than a third in engineering preferred strikes (table 128). One significant occupational difference was that none of the management and higher professional and technical employees preferred strikes, but 32% of the lower professional and technical employees said they did.

Table 128 Whether strikes and other forms of pressure going through the disputes procedure got more satisfactory results from management by industry

Employees	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c	
	%	%	%	%	%	%	%	%	%
Strikes and other forms of pressure	17	14	26	15	14	4	20	32	10
Disputes procedure	72	78	64	76	76	69	75	65	72
Other answers	4	4	5	5	2	8	3	1	7
Don't know	7	4	5	4	8	19	2	2	11
Total (% base)	100 (857)	100 (127)	100 (166)	100 (94)	100 (149)	100 (60)	100 (47)	100 (78)	100 (136)

Table 129 Whether can obtain quicker and better results by using strikes and other forms of pressure before exhausting constitutional procedure by industry

Stewards									
	%	%	%	%	%	%	%	%	
Yes	24	10	28	34	29	15	30	28	
No	70	79	72	41	69	82	70	72	
Other answers	5	8	-	25	-	3	-	-	
Don't know	1	3	-	-	2	-	-	-	
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)	100 (17)

Table 130 Whether can obtain quicker and better results by using strikes and other forms of pressure before exhausting constitutional procedure by certainty of continued employment

Stewards	Very certain		Fairly certain		Uncertain	
	%		%		%	
Yes	15		23		44	
No	84		67		54	
Don't know	1		1		-	
Other answers	-		9		2	
Total (% base)	100 (65)		100 (81)		100 (31)	

Slightly more precise wording was used in the question to stewards and union officers, but even so a large majority of stewards thought that they could not obtain quicker or better results from management by strikes and other forms of pressure before they had exhausted constitutional procedure (table 129). The smallest majority was in food, drink and tobacco situations, in which a quarter of the stewards gave answers other than a straight yes or no. Stewards who were uncertain about their continued employment more often favoured strikes (table 130).

39% of stewards who thought management was inefficient or not very efficient at handling industrial relations also thought they could get quicker or better results from strikes, compared with only 2% of those who thought their management was very efficient. Among stewards who said there was no difference in reasonableness between management levels, 10% thought they could get quicker or better results by strikes, 22% of those who said higher levels were more reasonable, and 37% lower levels. 30% of stewards who thought there was scope for improving the workplace procedure favoured strikes, and 17% who thought there was no such scope. 43% of stewards who thought management's attitude to unions was not reasonably fair also favoured strikes, as did 22% who thought management's attitude was fair. 34% of stewards who thought management did little or nothing to establish good industrial relations favoured strikes, and 14% who thought management did a lot.

In contrast to stewards, union officers were almost equally divided over the effectiveness of strikes versus exhausting the procedure (table A56). Among officers in food, drink and tobacco situations there was a three to one majority favouring strikes.

5.4.4 Justification of strikes

Employees, stewards and union officers were asked whether they thought workers were justified in certain circumstances in withdrawing their labour or using other forms of pressure in breach of procedure. Majorities of about two to one employees were in favour of strikes in three specific circumstances: management breaking an agreement, delaying dealing with grievances, or discharging people unfairly. But only a quarter of employees favoured strikes in any situation to get what was wanted (table 131). Employees in the distributive trades were the only industry group to be markedly less willing than the average to support strikes in specific circumstances, although the proportion favouring strikes in any situation to get what was wanted was above average.

Again, the extremes of high and low militancy were shown by the lower professional and technical employees and the management and higher professional and technical employees respectively (table 132). Skilled and semi-skilled workers were generally more militant on these questions than unskilled workers. Women employees, while less willing than men to favour strike action in specific circumstances, were more willing to do so in any situation to get what was wanted (table 132).

Table 131 Whether workers justified in withdrawing their labour or using other forms of pressure in breach of procedure by industry

Employees workers justified if -	Total	Metal manuf &c	Mech instr & engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Office Other &c	
	%	%	%	%	%	%	%	%	%
management has broken an agreement	65	70	76	61	63	40	71	55	65
management appears to be resorting to unreasonable delay in dealing with grievances	62	62	69	67	61	39	69	67	54
there is no other way of preventing the discharge of a workmate unfairly	63	66	64	66	62	49	77	71	55
in any situation where they think by acting in this way they can get what they want	25	26	18	35	22	30	34	17	25
(% base)	(857)	(127)	(166)	(94)	(149)	(60)	(47)	(78)	(136)

Stewards were slightly more inclined than employees to favour strikes in specific circumstances, but the same proportion (25%) agreed with strikes in any situation to get what was wanted (table 133). The militancy of engineering stewards is a feature of this table, but 90% of the small sample of 'office' stewards favoured strikes when management had broken an agreement.

Table 132 Whether workers justified in withdrawing their labour or using other forms of pressure in breach of procedure by occupation and sex

<u>Employees</u>	Managers /prof & tech - tech - higher	Prof & tech - & lower allied	Clerical	Skilled	Semi-skilled	Un-skilled	Male	Female
workers justified if -								
	%	%	%	%	%	%	%	%
management has broken an agreement	50	76	59	74	69	59	68	56
management appears to be resorting to unreasonable delay in dealing with grievances	44	77	53	68	60	61	67	49
there is no other way of preventing the discharge of a workmate fairly	46	64	58	71	79	56	67	54
in any situation where they think by acting in this way they can get what they want	16	23	22	18	36	28	22	30
(% base)	(29)	(35)	(149)	(240)	(93)	(308)	(608)	(250)

Table 133 Whether workers are justified in withdrawing their labour or using other forms of pressure in breach of procedure by industry

<u>Stewards</u>	Total	Metal manu &c	Mech instr & engr	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Other	Office &c
workers justified if -									
	%	%	%	%	%		%	%	%
management has broken an agreement	74	65	78	65	80		86	69	90
management appears to be resorting to unreasonable delay in dealing with grievances	80	67	91	95	86		68	78	66
there is no other way of preventing the discharge of a workmate unfairly	80	71	85	97	83		73	66	87
in any situation where they think by acting in this way they can get what they want	25	40	41	14	20		6	12	22
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(16)	(25)	(17)

Finally, union officers were generally less inclined than either employees or stewards to favour strikes in any of the four sets of circumstances listed (table A57). Officers in chemicals and textile situations seemed less willing than others to support strikes, but the industry samples were generally too small to reveal reliable differences.

5.5 SUGGESTED WAYS OF IMPROVING INDUSTRIAL RELATIONS

At the end of the interview all informants were asked whether, if they had to name one way of improving relations between workers and management in their situation, what that would be. On the interview schedules this question was sub-headed 'General assessment' and the idea was to pick out, from a large number of topics which had been discussed in the interview, the one which informants thought was most important in improving industrial relations where they worked.

The answers covered a very broad range and presented difficulties in coding into a manageable number of groups (table 134). The outstanding theme, mentioned in some form by a fifth to nearly a third of all types of informant, may be summed up as 'introduction of better consultation procedure or communications'. Below are some examples of answers (from people in four different situations) which were coded in this way:

'There is always room for better communication. By this I mean matters brought quickly to the attention of the people concerned. Let the union and supervisors be informed simultaneously to avoid rumours.' (Senior manager)

'By the senior management understanding the job on the shop floor more. I mean actually being on the shop floor and seeing what happens when people complain. It boils down to a good understanding of people.' (Foreman)

Table 134 One way of improving industrial relations

	Senior managers	Lower managers	Fore -men	Employ -ees	Stew -ards	Senior stewards	Union Officers
	%	%	%	%	%	%	%
Introduction of better consultation procedure/ communications	25	26	27	20	31	33	28
Better conditions/pay	8	6	7	6	5	2	4
More reasonable attitude of management and employees	7	8	7	5	14	11	7
More efficient formal procedure/settle grievances quickly	6	5	5	2	9	5	17
Better personal contact/ accessibility	2	4	5	12	6	9	1
Other ways	17	14	11	10	7	21	13
No ways/can't be improved	31	37	38	45	28	18	30
Not answered	4	-	-	-	-	1	-
Total	100	100	100	100	100	100	100
(% base)	(307)	(160)	(288)	(857)	(179)	(76)	(116)

'I think the head of my department ought to do a bit more. He only ever says "Good morning" to me. I don't think he even knows what I do. I don't feel I could take down a problem and discuss it with him... I would have to put it through my boss and I don't know how strongly he puts it to the head of department.' (Employee)

'A consultative committee to meet once a month to discuss better conditions, production, etc., so that the men on the shop floor know why changes are necessary. There are things the men on the shop floor see that the management never see, and we feel they should ask us for advice when making changes.' (Steward)

Substantial minorities (varying from 7% of stewards to 17% of senior managers) spoke about ways of improving industrial relations which did not fall within any of the codes created. It is clear that the emphasis given to certain possible improvements varied between types of informant, and the following were the dominant themes among these 'others ways':

Senior managers:	better education and training, especially in industrial relations
	: more procedures to be in writing
Foremen	: more social activities to promote common interests
	: a more responsible attitude and pride in work
Employees	: having someone to consult about problems
	: more social activities to promote common interests
Stewards	: better facilities to act as steward
	: more time off to act as steward

Tables 135-138 and A58/59 show the industrial variations in suggesting one way of improving industrial relations. In general, these variations are not large, and even where percentages are exceptionally high or low this may be due to chance

Table 135 One way of improving industrial relations
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Introduction of better consultation procedure/ communication	25	20	30	21	27	23	20	16	34
Better conditions/pay	8	9	2	10	12	10	3	11	4
More reasonable attitude of management and employees	7	13	7	3	7	2	7	2	7
More efficient formal procedure/settle grievances quickly	6	4	10	22	2	2	-	1	6
Better personal contact/ accessibility	2	2	-	-	4	9	-	1	3
Other ways	17	21	20	28	13	-	15	27	12
No ways/can't be improved	31	30	30	16	27	54	52	38	23
Not answered	4	1	1	-	8	-	3	4	11
Total	100	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

One fairly consistent trend was that better consultation procedures or communications were more often wanted in office situations than in the non-transport public sector. Other variations in wanting better consultation procedures or communications included:

- 35% of foremen coded as managers
but only 13% of foremen coded as unskilled workers
- 61% of stewards coded as clerical and allied workers
but only 17% of stewards coded as semi-skilled workers
- 42% of stewards who were uncertain of their continued employment
but only 22% of stewards who were very certain of their continued employment

Older informants and women were more likely than younger informants and men to say that they couldn't think of any way to improve industrial relations.

Table 136 One way of improving industrial relations by industry

<u>Foremen</u>		Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Office Other &c
	%	%	%	%	%	%	%	%	%
Introduction of better con- sultation procedure/ communications	27	44	17	22	23	31	15	13	38
Better conditions/pay	7	4	11	-	12	-	19	2	4
More reasonable attitude of managers and employees	7	12	3	2	4	11	8	12	6
Efficient formal procedure/ settle grievances quickly	5	-	10	2	6	-	-	14	4
Better personal contact/ accessibility	5	-	10	4	7	6	5	8	3
Other ways	11	4	17	28	9	-	15	12	7
No ways/can't be improved	38	36	32	42	39	52	38	39	38
Total	100	100	100	100	100	100	100	100	100
(% base)	(288)	(48)	(51)	(32)	(57)	(18)	(16)	(26)	(40)

Table 137 One way of improving industrial relations by industry

<u>Employees</u>	%	%	%	%	%	%	%	%	%
Introduction of better con- sultation procedure/ communication	20	23	18	16	21	20	20	22	20
Better conditions/pay	6	5	10	1	7	3	7	4	6
More reasonable attitude of management and employees	5	7	1	2	5	8	12	14	2
Efficient formal procedure/ settle grievances quickly	2	-	2	-	2	-	4	4	2
Better personal contact/ accessibility	12	12	19	16	10	10	5	13	8
Other ways	10	12	11	13	8	8	5	7	10
No ways/can't be improved	45	41	39	52	47	51	47	36	52
Total	100	100	100	100	100	100	100	100	100
(% base)	(857)	(127)	(166)	(94)	(149)	(60)	(47)	(78)	(136)

Table 138 One way of improving industrial relations by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%	%
Introduction of better con- sultation procedure/ communications	31	30	22	40	27		29	27	52
Better conditions/pay	5	3	18	-	3		3	4	-
More reasonable attitude of management and employees	14	12	14	7	16		16	22	13
Efficient formal procedure/ settle grievances quickly	9	7	9	5	11		10	16	3
Better personal contact/ accessibility	6	7	9	5	6		3	8	4
Other ways	7	2	7	2	19		5	2	6
No ways/can't be improved	28	39	21	41	18		34	21	22
Total	100	100	100	100	100		100	100	100
(% base)	(179)	(33)	(29)	(21)	(31)	(7)	(15)	(26)	(17)

CHAPTER 6 — 'EPISODES' INVOLVING INDUSTRIAL RELATIONS

One of the limitations of sample survey research concerning industrial relations is that it has to depend very largely on standardised questions put in fairly general terms. This must often result in neglecting the influence of factors not covered by questions on the schedules. On the other hand, the case-study approach to industrial relations may enable much to be discovered about a particular firm, local situation or 'episode' (such as a strike or a productivity deal) but does not allow the kind of quantitative analysis which is only possible if a number of cases are being compared.

In an attempt to supplement the quantitative and comparative data with a partially qualitative case-study technique, we asked all informants to tell us about any changes which had been proposed or introduced in their situation during the previous year or two. Subsequently we asked for further details about the particular change or proposal for change given or, where two or more changes were given, details about the most recent one.

6.1 Method of obtaining data

A major problem in getting information about episodes was how to define what was eligible and what was not. To give people an idea of what we wanted them to think about, we handed them a card on which nine types of change were given, from change in method or general rate of payment to a merger or takeover (full details of the prompted changes appear down the side of table 146). Interviewers were carefully briefed on the sort of changes we were looking for. Eligible changes would normally have led to some kind of industrial relations activity, though not necessarily 'trouble' - the aim was to get information about changes which went through smoothly as well as those which led to conflict and industrial action. We did not want to include trivial cases, such as the fairly routine moving of a worker from one department to another, but we allowed that a single person made redundant could spark off an 'episode'. In some cases interviewers recorded as episodes changes which we subsequently decided should not count, such as the statutory change of cash register equipment as a result of decimalisation.

Another problem in describing and coding the episodes was to distinguish a primary change (eg, a merger) from the changes resulting from this (eg, redeployment, redundancy). We decided to code the main or primary change where this was stated. It is likely, however, that some of the particular types of change given to us were not themselves the primary or main change, since informants (especially employees) might not have known about what led up to specific changes which involved them. In some cases it proved difficult to distinguish between episodes of change in method or rate of payment and of re-grading, although these were separated where possible. There is also some overlap between other codes, notably re-grading and redeployment.

A third problem concerned the extent to which we could get all the informants in a particular situation to talk about the same episode. If we had been able to distinguish one episode in every situation and get all informants to say what they knew and thought about it, then we could have maximised the number of comparisons made. However, we decided that it would have been a breach of confidence to quote to one informant what another had given as an episode, and so we allowed the same episode to be talked about spontaneously rather than by design.

2.2 Some representative episodes

In this section we bring together the answers given by different informants in the same situations concerning six representative episodes. Here the answers quoted are not intended to be statistically representative, but rather to illustrate the range and character of episodes about which we obtained information. In the next section we shall go on to present some statistical data, and the two sections should be read together in order to balance qualitative with quantitative findings.

The criteria for selecting these six episodes from a larger range of possibilities were: (1) the changes or proposals described were of six different types, with each representing a relatively large number of similar cases in the sampled situations as a whole, (2) a high proportion of different types of informant contributed information about the same episode, and (3) the amount of agreement or disagreement between informants on particular points was typical of that found in the sampled population.

(a) A productivity bonus scheme

This concerned a situation in one of the nationalised industries and the scheme covered all the workers in the industry. They were to be paid a bonus if they completed a job within the time allocated to it. All informants in this situation chose the bonus scheme as the most recent episode that had occurred in their workplace, though some said that other types of change had also taken place in the previous year or two. The informants were two managers, a foreman, a works committee representative (interviewed as a steward), a senior steward, a union full-time officer, and two employees (total 8).

In table 139 the comparative answers to detailed questions about the episode are set out. The differences in dates when the bonus scheme was thought to have been first proposed and put into effect are accounted for partly by the scheme affecting different sections of workers at different times. Although the most frequent answer to 'Who first proposed or introduced it?' was management and unions, it is worth noting that the foreman said the management and the two employees said the union. One steward and one employee thought there was no consultation, but the rest thought there was. There were differing views about what the union tried to do in the course of negotiations, but the two stewards were the only informants who thought that a change in procedure for dealing with future cases had resulted.

Some background information may help in understanding how the bonus scheme came to be introduced as it was and what those involved thought about it. There were nearly 400 employees in the situation (ie, coming under the same senior manager for industrial relations purposes), and three levels of local management above the ordinary employees. The establishment was subject to a national agreement and there was a works representative committee which included workers' representatives who were not shop stewards.

The senior manager insisted that everyone adhered to the laid down procedure and that grievances must go through the proper channels. The stewards thought that the management was generally fair to unions and made some effort to establish good industrial relations. The employees agreed, but added that management was remote and did not give sufficient notice of meetings. The employees also tended to think that the management made a lot of rules which they insisted should not be broken, and that they were tough about grievances and claims. Various sanctions had been used against management. In talking about the bonus scheme one of the employees mentioned that he thought was a bias in favour of management and the other was not happy about its effect on the quality of work.

(b) A change in method of payment

This took place in a situation which manufactured waste disposal equipment. There were about 100 employees and the informants who chose this episode as the most recent change were a senior manager, a works superintendent (lower manager), a shop steward, a full-time union officer and one employee. Details of their answers are in table 140.

The senior manager and employee explained that the change from payment by results to a consolidated rate (which included a revised merit scheme) was done in stages, and this accounts for the variation in answers about whether and when it was put into effect. There was consultation and notice given, and the union officer's dissatisfaction with the length of notice seems to refer to the stage at which he was brought in. Only the lower manager thought there had been no disagreement, but all agreed that no industrial action was taken over the change. The union ensured that nobody lost - the management

Table 139

A productivity bonus scheme

	Senior manager	Lower manager	Foreman	Steward 1	Steward 2	Union officer	Employee 1	Employee 2
First proposed	1967	1967	1968/9	1968	1966/7	1967	-	1968
Put into effect	Mar 1969	1967	1969	Nov 1971	Apr 1969	1968	1969	Apr 1970
Who proposed it	Joint council	National thing/ Management talked Union into it	Management	Management and Union	Management and Union	Management and Union	Union	Union
Whether any consultation	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Whether any notice given	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Length of notice	6-12 mths	1-3 mths	-	5 wks	6-12 mths	3-6 mths	3-6 mths	1-3 mths
Whether satisfied with notice	-	-	-	Yes	Yes	Yes	Yes	No
Whether any disagreement	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
Whether any action or threat of action	No	No	No	No	No	-	No	No
Whether union officer brought in	Yes	Yes	Yes	Yes	Yes	Yes	-	-
What union tried to do	Encouraged acceptance	Observed the talks	Went to meetings - not very much over	Talked matters over	Carried out the redeployment	In on talks	-	-
Whether implemented changed or unchanged	Unchanged	Unchanged	Unchanged	Unchanged	Some offered early retirement instead of redeployment	Unchanged	Unchanged	Unchanged
Whether any change in procedure	No	No	No	Yes	Yes	No	-	-
Type of change	-	-	-	Revision of national agreement	Choice given of redound or redeployment	-	-	-
Whether any group (benefited more than others)	No	Undoubtedly - section of workers	No	No	No	No	Don't know but it could do	Don't know

Table 140

A change in method of payment

	Senior manager	Lower manager	Steward	Union officer	Employee
First proposed	Apr '71	June '71	June '71	Sept '71	'Gradual change'
Put into effect	Jan '72 (1st stage)	Not yet	Not yet	Immediately	-
Who proposed it	Management	Management	Management	Management	Management
Whether any consultation	Yes	Yes	Yes	Yes	Yes
Whether any notice given	Yes	Yes	Yes	Yes	No
Length of notice	6-12 mths	6-12 mths	6-12 mths	1 mth	-
Whether satisfied with notice	-	-	Yes	No	-
Whether any disagreement	Yes	No	Yes	Yes	Don't know
Whether any action or threat of action	No	No	No	-	Don't know
Whether union officer brought in	Yes	Yes	Yes	Yes	-
What union tried to do	Negotiate for better deal	Safeguard earnings of members	Ensure members didn't lose	Improve consolidated rate	-
Whether implemented changed or unchanged	Modified/compromise	-	-	Amended/modified	-
Whether any change in procedure	Yes	Yes	Yes	No	-
Type of change	Clauses emphasising discipline/co-op stews.	Minor changes in procedural agreements	Stewards' committee/new clauses in agreemt.	-	-
Whether any group benefited more than others	Lower-paid workers	Unskilled/lower-paid workers	Lower-grade workers	Lower-paid workers	Don't know

eventually agreed to a higher consolidated rate. As a result there were changes in procedure for dealing with such cases - different clauses were written in, with the emphasis on discipline and the co-operation of shop stewards. The unskilled, lower-paid workers were generally regarded as the main beneficiaries of the change.

The background to this episode was a situation with two unions representing the employees. The senior manager said there were no written national or workplace agreements covering the situation, but it emerged from answers about the episode that at least part of the 'workplace procedure' was written. The senior manager said there was a joint committee but the steward said there was not. There had been one national strike affecting the situation and one local strike in the past two years, but no other form of pressure used. The steward thought the management's attitude to unions was 'reasonably fair' and the employee thought that going through the procedure got more satisfactory results than strikes.

(c) A series of redundancies

These took place in the works situation of a small firm making air ventilating and ducting equipment. About 90 men were made redundant over a period of a few months, leaving some 200 employees in the situation at the time of interview. No specific questions were asked about the cause of the redundancies, which seemed to be part of a general attempt by management to cut overheads and make the business more competitive. All informants chose the redundancies as the most recent episode, but all except one steward said other changes have taken place. The informants were the senior manager, a shop steward, the convener, and three employees (total 6).

Table 141

A series of redundancies

	Senior manager	Steward 1	Steward 2	Employee 1	Employee 2	Employee 3
First proposed	June '71	Sept '71	Aug '71	-	Nov '71	June '71
Put into effect	"	"	Dec '71	Oct '71	Dec '71	Oct '71
Who proposed it	Management	Management	Management	Management	Management	Management
Whether any consultation	Yes	Yes	Yes	No	No	No
Whether any notice given	Yes	Yes	Yes	Don't know	Yes	Yes
Length of notice	1-3 mths	Up to 1m	Up to 1m	-	Up to 1mth	Up to 1mth
Whether satisfied with notice	-	Yes	Yes	-	Yes	Yes
Whether any disagreement	Yes	No	No	Don't know	No	Don't know
Whether any action/threat of action	Threat, no action	No	No	Don't know	No	Don't know
Whether union officer brought in	No	No	Yes	-	-	-
What union tried to do	-	-	Nothing	-	-	-
Whether implemented changed or unchanged	Changed (offered altv jobs)	Unchanged	Changed (offered altv jobs)	Don't know	Changed (offered altv jobs)	Unchanged
Whether any change in procedure	No	No	No	-	-	-
Whether any group benefited more than others	No	No	No	Those there longest	No	No

Table 141 shows the detailed comparative answers about the episode. Except for two of the employees who answered the questions in relation only to redundancies in their own shop, most informants seemed well aware of the extent of the redundancies and of which types of worker had been affected. There was disagreement between the employees and the others about whether there had been prior consultation, but general agreement about the length of notice given of the redundancies taking place.

Only the manager thought there was any disagreement and consequent threat of industrial action. There was some difference of opinion about whether the original proposals were changed, but it seems likely that those who said 'unchanged' did not know about the management's later offer of alternative jobs to some of those threatened with redundancy. The one employee who thought longer-service workers benefited mentioned the larger redundancy payment to which they were entitled.

The background to the episode was an independent firm in a competitive industry cutting its labour force which, at the time of interview, was about 500 in total. For industrial relations purposes there was no level of management between the 'senior manager' and the ordinary employees. The establishment was in a multi-union situation and subject to both national agreements and to an unwritten workplace procedure, the manager preferring to negotiate entirely at workplace level.

The stewards were satisfied with their access to management and with the facilities provided; they thought that the management were generally fair and made some effort to establish good industrial relations. The employees, however, held different views on this last question, and various sanctions had been used against management.

The majority view of the three employees was that the management made a lot of rules but didn't mind too much if they were broken, were easy to approach but inconsistent in their decisions. The employees seemed to hold no strong views about the redundancy situation, but neither of the stewards was happy about it and one of them linked it with a national trend and a feeling that 'no one seems to know what's going on'.

(d) A proposed introduction of new equipment

It was proposed to introduce a computer into the accounting and administration section of a printing and publishing firm. The computer was intended for order processing and accounts, and it was thought likely to involve considerable changes in work routines among the existing credit control staff (non-union). All informants chose the computer as the most recent episode, but all named other changes which had taken place. The informants were the senior manager (chief accountant/company secretary), one supervisor (credit manager) and three of his employees (total 5).

Table 142 A proposed introduction of new equipment

	Senior manager	Foreman	Employee 1	Employee 2	Employee 3
First proposed	July '71	Jan '72	before Aug '71	Jan '72	Jan '72
Who proposed it	Management	Management	Management	Management	Management
Whether any consultation	No	Yes	-	No	No
Whether any notice given	Yes	Yes	-	No	No
Length of notice	6-12 mths	-	-	-	-
Whether satisfied with/about notice	-	-	-	No	No
Whether any disagreement	Yes	No	Don't know	Yes	Yes
Whether any action or threat of action	No	No	Don't know	No	No

Table 142 shows the detailed comparative answers. The dates of first proposal were given as either July 1971 or January 1972 (two months before the interviews took place), which suggests that there were two phases of information about the proposed change and that some employees were unaware of the first phase. Only the supervisor thought there was any prior consultation with employees about the proposal. The manager and the supervisor thought that notice was given of when the change was due to take place, but the employees did not. A majority of informants thought there was disagreement about the proposal (the manager commented that 'there was a little negative thinking'), but no action was taken or threatened. Since the proposed change had not been put into effect at the time of the interviews, the remaining questions did not apply.

The change was proposed in an office situation where fewer than 25 people were employed and where there was only one level of management between the senior manager and the ordinary employees. The manager claimed that he was accessible to staff, but two of the three employees said that no one above the level of supervisor ever came round to see them personally. The manager would not have welcomed a request for union recognition but there was a staff association.

None of the employees thought that grievances were handled with reasonable speed, because they had to go through the staff association which met only monthly. No sanctions had been used against management, but two of the three employees thought that they did little or nothing to establish good industrial relations. Management were thought to be tough about grievances and claims, but it was said to be easy to get to see them. There seemed to be no strong views about the proposed computer, and one employee expressed the hope that 'we are all going to benefit'.

(e) A change in method of working

This concerned the introduction of new ticket issuing equipment and one man buses in a situation in the public transport sector. Five informants were involved - two managers, a foreman, a full-time union officer and an employee. A second employee mentioned the bonuses arising from the new method of working, but he answered very few of the subsequent questions and so he is not included in the analysis (table 143).

There was some variation in the dates given when the changes were first proposed and put into effect. This could be because it was a continuing process. One-man buses were already operating, and an automatic ticket system was later introduced, leading to an increase in one-man buses. Then came the double-deck buses, where previously there were only one-man single-deck buses. All the informants agreed that the management had proposed the changes and that there had been consultation and satisfactory notice given. Only the traffic superintendent (senior manager) thought there had been no disagreement about the proposals, but he said that industrial action had been taken over the changes. The other manager and the foreman, however, said there had been neither threats nor action taken, while the employee mentioned threats but no action. These discrepancies probably arise because of the different changes and phasing of introducing them. All concerned, except the lower manager, agreed that the drivers of the one-man buses benefited.

There were about 500 employees in the situation, which was subject to a national agreement but not to a written workplace procedure. It was a multi-union situation with a joint committee, and the steward thought the management were reasonably fair in their attitude to the unions, but the union officer had not had contact with the management during the previous twelve months. There had been no strikes or other sanctions used during the previous two years (apart from the mention by the senior manager). The consensus of the three drivers (including the one who did not mention the episode at all) was that the management were generally tough about rules and not good about giving reasons for their decisions.

Table 143 A change in method of working

	Senior manager	Lower manager	Foreman	Union officer	Employee
First proposed	Feb '71	Don't know	June '69	June '69	Don't know
Put into effect	Feb '71	Mar '70	June '70	Sept '69	Jan '72
Who proposed it	Management	Management	Management	Management	Management
Whether any consultation	Yes	Yes	Yes	Yes	Yes
Whether notice given	Yes	Yes	Yes	Yes	Yes
Length of notice	3-6 mths	3-6 mths	-	3-6 mths	1-3 mths
Whether satisfied with notice	-	-	-	Yes	Yes
Whether any disagreement	No	Yes	Yes	Yes	Yes
Whether any action or threat of action	Action	No	No	-	Threat, no action
Whether union officer brought in	No	Don't know	No	Yes	-
Whether implemented changed or unchanged	Unchanged	Unchanged	Unchanged	Changed*	Unchanged
Whether any change in procedure	No	Don't know	No	No	-
Whether any group benefited more than others	Yes - drivers	No	Yes - drivers	Yes - drivers	Yes - drivers

* NJIC recommendation

(f) A takeover

This referred to the takeover of a company by another group in the textile industry. The informants were two managers, a foreman and three employees, and the comparative answers are in table 144.

It was a rather rapid takeover, being put into effect just a few weeks after it was first proposed. The previous group of firms ran into financial difficulties, resulting in a receiver being put in by the bank, who sold them to another group fairly quickly. These facts were known only to the managing director (senior manager), and the other informants did not appear to know much about what had happened. Only the production (lower) manager thought there was any disagreement between employees and management about what had happened, but no industrial action or threat of action had taken place. In fact, the change was generally regarded as an improvement. Those involved were happy about the takeover because it made their jobs more secure, whereas there had previously been a fear of redundancy. Workplace procedures remained unchanged, and no one group was said to have benefited more than others.

The takeover occurred against a background of a multi-union situation in which there were about 250 employees and no shop stewards. There was no written workplace agreement and the senior manager did not think the situation was subject to any national agreement. The consensus of opinion among the three employees was that the management were tough about grievances and claims, were set in their ideas, but consistent in their decisions.

Table 144

A takeover

	Senior manager	Lower manager	Foreman	Employee 1	Employee 2	Employee 3
First proposed	Apr '71	May '71	May '71	Sept '71	Dec '69	Don't know
Put into effect	May '71	June '71	May '71	Sept '71	Feb '71	1971
Who proposed it	(see text)	Management	Don't know	Don't know	Don't know	Don't know
Whether any consultation	Yes	No	No	Yes	Yes	No
Whether any notice given	No	No	Yes	No	Yes	No
Length of notice	-	-	-	-	1-3 mths	-
Whether satisfied with/about notice	-	-	-	Yes	Yes	No
Whether any disagreement	No	Yes	No	Don't know	No	No
Whether any action or threat of action	No	No	No	No	No	No
Whether union officer brought in	No	Don't know	Non-union group	-	-	-
Whether implemented changed or unchanged	Don't know	Don't know	Unchanged	Don't know	Unchanged	Don't know
Whether any change in procedure	No	No	No	-	-	-
Whether any group benefited more than others	No	No	-	No	No	No

6.3 Quantitative analysis

The statistical data presented in this section are based on information given by all the people interviewed. They enable the six 'representative' episodes described in the previous section to be put in perspective.

The proportion of informants who could recall a change (eligible as an episode) in their workplace within the previous year or two varied from 93% of lower managers and senior stewards to 77% of employees (table 145).

Table 145 Proportion of informants who said there was an 'episode' in the last year or two

	Senior managers	Lower managers	Foremen	Employees	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%	%
Yes, episode	85	93	84	77	88	93	91
None/don't know	11	7	16	23	12	7	9
Not answered	4	-	-	-	-	-	-
Total	100	100	100	100	100	100	100
(% base)	(307)	(160)	(288)	(857)	(179)	(76)	(116)

Many informants named more than one type of episode, and the frequencies are shown in table 146. Apart from a tendency for employees to name fewer episodes of all kinds, the relative frequency with which different types of informant named certain kinds of episode was remarkably consistent. However, in comparing these figures it must be remembered that the total numbers of each type of informant varied - in particular, some situations did not have lower managers, stewards or union officers to report any possible episodes.

In order to restrict the number of questions to be put to each informant to manageable proportions, we asked everyone who named at least one episode (change or proposed change) to describe the particular one, or the most recent one, more fully. Table 147 shows the distribution of most recent types of episode. There is some difference in the relative frequency with which different types of episode were named as having occurred in the previous year or two and most recently. This is partly accounted for by the fact that some types of episode (especially changes in method or rate of payment) occurred more than once in the period but counted only once in table 146. Therefore the distribution in table 147 may be a truer reflection of the comparative frequency of the different types of episode.

In tables A62-72 we show the answers, given by different types of informant, to various detailed questions about the (most recent) episode. The 'typical' episode consisted of a change in the method or general rate of payment, proposed by management after consultation with employees or their representatives, with notice given of when the change was due to take place, no disagreement about the proposals, no industrial action taken, no union officer brought into the negotiations, unchanged implementation of the proposals, and no resulting change in procedure for dealing with future cases of the same type. However, no episode conformed exactly to this pattern and, as indicated in the previous section, different types of informant often disagreed about details of the same episode.

Although in general the answers of the different types of informant followed the same pattern, there were some differences. For example, union officers more often described change which had been initiated by the union or by joint negotiation (table A68) and, in cases where the union had been brought into the negotiations, stewards more often thought the union had tried to get a better deal. In comparing the percentages in table A63 it should be noted that the replies of managers, foremen and employees included those in non-union situations where there was no chance of naming the union or its representatives as proposing the change.

Table 146

Types of (all) episodes named by informants

	Senior managers	Lower managers	Foremen	Employees	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%	%
Change in method/ rate of payment	58	72	50	42	61	73	75
Change in method of working/type of production/ procedures	54	56	33	28	40	54	50
New machinery/ equipment	50	59	42	37	49	61	35
Redeployment	50	54	34	27	38	55	55
Re-grading	46	44	24	16	24	33	28
Redundancy	38	34	23	26	40	49	54
Change in work- ing hours	29	32	18	19	28	33	25
Moving factory/ estab	23	28	12	12	17	22	13
Merger/takeover	13	16	11	10	7	17	10
Other changes	8	8	3	3	5	7	12
(% base, those naming episodes)	(260)	(148)	(242)	(660)	(157)	(71)	(106)
Average number of episodes named	3.7	4.0	2.5	2.2	3.1	4.0	3.6

Whether the proposal for change came from the management or the union/employees side depended very much on the type of change. 99% of managers and union officers who named redundancies as the episode said they were proposed by management, whereas only 38-44% of employees and union officers who named method or rate of payment said this was proposed by management. Consultation was said to have taken place in 77%-98% of cases of redundancy, but in only 29%-54% of cases of introduction of new plant. There was disagreement in 53%-65% of cases of redundancy, but in only 8%-38% of introductions of new plant.

It is possible to analyse all the results shown in tables A62-72 by such variables as industry, size of situation, etc., though small base numbers would restrict such analysis. Rather than reproduce all the tables we had computed, we show in tables A73-83 the summarised results for situations in the different industry groups. The percentages are based on the average of answers given by different types of informant.

A number of differences between industries are worth noting. For example, whereas in the non-transport public situations the dominant change was in method or rate of payment, in office situations the introduction of new machinery or equipment was more frequent. Disagreement about the proposals for change was much more common in transport situations than in the distributive trades.

There remains the possibility of analysing the detailed episode answers by other variables, including other episode answers. Again, to restrict the flood of possible data, we mention below only a few of the more outstanding findings of this kind, based on the answers of different kinds of informant.

Table 147

Types of (most recent) episode named by informants

	Senior managers	Lower managers	Foremen	Employees	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%	%
Change in method/ rate of payment	32	31	27	26	26	34	46
New machinery/ equipment	18	22	18	19	23	21	5
Redundancy	13	10	11	13	18	10	17
Change in work- ing hours	7	4	8	8	6	8	5
Re-grading	6	5	6	5	5	3	7
Moving factory/ estab	5	7	4	7	7	10	3
Change in method of working/type of production/ procedures	5	9	10	8	8	3	6
Redeployment	4	6	3	4	3	4	2
Merger/takeover	3	2	5	6	-	1	1
Other changes	7	4	6	3	4	6	8
Not answered	-	-	2	1	-	-	-
Total	100	100	100	100	100	100	100
(% base, those naming episodes)	(260)	(148)	(242)	(660)	(157)	(71)	(106)

According to managers, in 31%-38% of cases of disagreement about an episode there was no consultation, whereas this happened in only 4%-11% of cases of agreement. In 54%-75% of cases of disagreement the proposals were amended, but this happened in only 10%-25% of cases of agreement.

6.4 Conclusions

Taking the description of the six episodes and the statistical tables together, we may draw some broad conclusions about the nature and frequency of such events, how they fit into the climate of industrial relations in particular types of workplace, and the attitude of the various participants towards what goes on.

The outstanding finding is the extent to which different people in the same situation gave different answers to detailed questions of fact. It was impossible, within the limits of the survey method, to establish which were accurate and which inaccurate answers. Also, there is the problem that people did not always talk about the same extent of an episode. For example, an employee's knowledge of the scope and phasing of redundancies or a new pay deal would often be less than that of a manager or steward, and this would account for some differences in answers. We have, therefore, not attempted to quantify the extent of disagreement.

Another important point is that in many cases the episode appears actively to involve management and workers' representatives, but not the workers themselves. Sometimes there is probably tacit, if not explicit, agreement that the matter be left to representatives of both sides to iron out. In such cases the workers' answer 'no consultation' does not necessarily imply dissatisfaction or criticism. But informants' views on how to improve industrial relations (section 4.4.2) suggest that many episodes are conducted by both management and workers' representatives in a way that leaves the ordinary worker feeling he has had no part in deciding the form, timing and implementation of changes affecting his working life.

CHAPTER 7 — OTHER ASPECTS OF WORKPLACE RELATIONS

A number of subjects about which questions were asked have not been covered in previous chapters and will be dealt with here. They comprise earnings (and in particular, payment by results), links between the demand for the products/services of the workplace and its industrial relations, management and productive efficiency, the supervisory role of the foreman, and the way matters of discipline are dealt with.

7.1 EARNINGS7.1.1 Payment by results

All informants except union officers were asked about the existence of, and their attitude towards, payment by results. Because of the difficulty of exact definition, the questions referred to 'some system of payment of results'. Tables 148-149 and A84/85 show that there was general agreement between managers, foremen and stewards on the prevalence of payment by results (just over half of all sampled situations had some employees paid by that system). Lower managers' answers were similar to those of senior managers, but 75% of senior stewards said that some of the members they represented were paid by results.

The lower figure of 39% for employees, unlike the other figures, represents the answers of individuals. The extremes of having and not having payment by results were for all informants generally between non-transport public industry and office situations. Table 150 shows that the proportion of employees paid on results varied from 3% of managers and higher professional and technical employees to 63% of semi-skilled employees.

Table 148 Whether any employees receive any of their earnings from some system of payment by results by industry

<u>Senior managers</u>	Total	Metal &c	Mech, manuf instr &c	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Office Other &c
	%	%	%	%	%	%	%	%
Yes	54	58	64	37	50	54	78	81
No	42	40	35	63	42	46	22	15
Not answered	4	2	1	-	8	-	-	4
Total	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)

Table 149 Whether receive any earnings from some system of payment by results by industry

<u>Employees</u>	%	%	%	%	%	%	%	%
Yes	39	42	43	42	43	19	38	57
No	60	58	56	57	55	80	56	43
Not answered	1	-	1	1	2	1	6	-
Total	100	100	100	100	100	100	100	100
(% base)	(857)	(127)	(166)	(94)	(149)	(60)	(47)	(78)

Table 150 Whether receive any earnings from some system of payment by results by occupation

<u>Employees</u>	Managers /prof & tech - higher	Prof & tech - lower	Clerical & allied	Skilled	Semi-skilled	Un-skilled
	%	%	%	%	%	%
Yes	3	36	21	47	63	39
No	97	64	79	53	34	61
Not answered	-	-	-	-	3	-
Total	100	100	100	100	100	100
(% base)	(29)	(35)	(149)	(240)	(93)	(308)

All informants who said their employees or members were on some system of payment by results were asked what proportion this applied to. At the lower levels it usually applied to all or most employees (table 154) but among senior managers, who were responsible for more employees, only 14% said it applied to all of them.

Table 151 Proportion of employees receiving earnings from some system of payment by results

	<u>According to:</u>			
	Senior managers	Lower managers	Foremen	Stewards
	%	%	%	%
All of them	14	41	54	44
Most of them	62	43	33	44
A minority only	23	15	9	11
Not answered	1	1	4	1
Total	100	100	100	100
(% base, those with some employees paid by results)	(167)	(93)	(146)	(95)

All informants except union officers were asked about their opinion on changing to or from payment by results. Senior managers who had at least some employees on payment by results were generally not in favour of abandoning the system as a component of earnings (table 152), but those who had no employees on payment by results were generally not in favour of introducing it (table 153). Payment by results was more often favoured by managers in engineering than in chemicals, textiles and office situations. Lower managers expressed similar views to senior managers. A majority of all foremen would have preferred their employees to be paid by results rather than not (table A86). Employees, however, were equally divided on this issue (table 154) and a small majority of stewards were against it (table A87).

Table 152 Whether in favour of abandoning payment by results as a component of earnings

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%		%		%		%
Yes	23	20	26		13		30		5
No	74	80	69		82		70		95
Don't know	3	-	5		5		-		-
Total	100	100	100		100		100		100
(% base, as above)	(167)	(26)	(36)	(12)	(30)	(11)	(14)	(22)	(16)

Table 153 Whether in favour of introducing payment by results as a component of earnings by industry

<u>Senior managers</u>	Metal Mech, Food, Chems, Total manuf instr drink textls &c engr & tob &c					Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%				%
Yes	31	26	45	31	17				31
No	69	74	55	69	83				69
Total (% base, those with no employees paid by results)	100 (128)	100 (18)	100 (20)	100 (20)	100 (25)	(10)	(4)	(4)	100 (27)

Table 154 Whether would prefer to be paid by some system of payment by results by industry

<u>Employees</u>	%	%	%	%	%	%	%	%	%
Paid by results	44	48	48	50	43	36	48	35	39
Not based on results	43	45	42	39	45	45	38	57	39
Impossible to implement	4	2	6	1	5	1	7	6	2
Don't know	3	1	1	-	4	12	2	1	-
Other answers	1	2	2	-	-	2	2	1	6
Not answered	5	2	1	10	3	4	3	-	4
Total (% base)	100 (857)	100 (127)	100 (166)	100 (94)	100 (149)	100 (60)	100 (47)	100 (78)	100 (136)

7.1.2 Fairness of earnings

69% of employees thought that, on the whole, they received a fair wage or salary. The industrial variation was considerable, ranging from 53% in transport to 96% in food, drink and tobacco (table 155). Occupationally, the greatest extremes of opinion were between management and higher professional and technical groups on the one hand and lower professional and technical on the other (table 156). 66% of men employees thought they received a fair wage or salary, compared with 76% of women.

Table 155 Opinion on whether a fair wage or salary received or not by industry

<u>Employees</u>	Metal Mech, Food, Chems, Total manuf instr drink textls &c engr & tob &c					Distrib trades	<u>Public</u> Transp Other		Office &c
	%	%	%	%	%	%	%	%	%
Yes	69	68	66	96	64	65	53	66	69
No	30	31	33	4	34	31	47	30	30
Other answers	1	1	1	-	2	4	-	4	1
Total (% base)	100 (857)	100 (127)	100 (166)	100 (94)	100 (149)	100 (60)	100 (47)	100 (78)	100 (136)

Table 156

Opinion on whether a fair wage or salary received or not
by occupation

	Managers/ prof & tech higher	Prof & tech lower	Clerical & allied	Skilled	Semi- skilled	Unskilled
	%	%	%	%	%	%
Yes	83	53	71	70	62	69
No	14	47	28	28	35	30
Other answers	3	-	1	2	3	1
Total	100	100	100	100	100	100
(% base)	(29)	(35)	(149)	(239)	(93)	(308)

7.1.3 Influence of outside settlements

A quarter of senior managers said that they had groups of employees whose wages they usually adjusted as a result of trade union settlements to which their firm was not actually a party. Again the industrial variation was large, ranging from 56% in engineering to 8% in food, drink and tobacco (the question is not applicable to public industries in the same sense as to private industry, although the figures are shown in table A88). The adjustment of earnings mostly concerned manual workers (66% of senior managers who made adjustments), technical workers (41%) and clerical workers (39%). In 21% of cases managers paid the actual rates or increases agreed in the settlement, 30% used them as a guide, and 44% paid above the union rates.

7.2 PRODUCT DEMAND AND INDUSTRIAL RELATIONS

Senior managers were asked what had been the trend of demand over the previous year for the products or services of the situation (in office situations the reference was to the internal demand for the services of the office rather than external demand for the products of the establishment as a whole). Table 157 shows that in all situations except metal manufacture and engineering the proportion of situations with rising product demand exceeded those with falling demand.

Table 157 Whether trend of demand for products/services had changed in the
previous year
by industry

Senior managers	Total	Metal &c	Mech manuf &c	Food instr engnr	Chems, drink & tob	Distrib trades &c	Public Transp Other	Office &c
	%	%	%	%	%	%	%	%
Rising	39	23	22	49	31	73	33	52
Falling	23	31	40	18	19	8	29	20
Stable	24	26	23	28	29	19	31	20
Fluctuating	10	18	14	5	13	-	7	10
Not answered	4	2	1	-	8	-	-	11
Total	100	100	100	100	100	100	100	100
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(49)

About half of the managers who had experienced change in product demand said that this had affected industrial relations in their situation - more often in engineering and much less often in distributive trades situations (table 158). The negative effects on industrial relations, such as reduction in jobs, earnings and satisfaction, were more often spoken of than the positive effects, such as increase in jobs, earnings and satisfaction (table 159).

Table 158 Whether changes in demand had affected industrial relations by industry

<u>Senior managers</u>	Total	Metal &c	Mech instr engnr &c	Food, drink & tob	Chems, textls &c	Distrib trades	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%
Yes	49	58	60	46	51	18	53	36
No	50	42	40	54	49	82	47	59
Don't know	1	-	-	-	-	-	-	5
Total	100	100	100	100	100	100	100	100
(% base, those where changes in demand)	(222)	(33)	(43)	(23)	(37)	(17)	(12)	(23)
							(34)	

Table 159 Ways in which changes in demand affected industrial relations

<u>Senior managers</u>	%
Reduction in jobs/amount of work	32
Increase in jobs/amount of work	30
Change in methods of working/organisation	21
General dissatisfaction/mistrust/uncertainty of future	20
Decrease in earnings	17
Happier atmosphere/all pulling together	16
Increase in earnings	8
Demands for more money	6
Employees readier to accept settlements/less militant	5
Other ways	5
Total	160
(% base, those who said that changes in demand had affected industrial relations)	(109)

7.3 Management and productive efficiency

All informants except managers were asked for their views on the efficiency of their particular management in production matters (see section 4.4.2 for the answers to questions on management efficiency in handling industrial relations matters). 84% of foremen thought that they had adequate scope to ensure that the work they supervised was done in the most efficient way. The 14% who felt that their scope was inadequate mostly said that they did not have enough time to concentrate on supervising or were not given enough power to make decisions.

39% of foremen thought that the kind of work done by the people they supervised could be better organised and arranged. In metal manufacture the proportion was 59% and in distributive trades only 15%. There was also a large difference between foremen in mass production plants (62%) and fabrication/single pieces (19%). In 50% of all situations the employees thought that the work they did could be better organised and arranged, the industrial variation ranging from 63% in engineering to 29% in distributive trades. Suggestions for improvement were mainly more or better use of staff, more planning of the work as a whole, and better communication between departments.

Stewards and union officers were asked how efficient they thought the particular management was in handling production matters. The results are shown in table 160. The percentages for 'very efficient' were higher for both stewards and officers in metal manufacture and lower for engineering.

Table 160 Efficiency of management in handling production matters

	Stewards	Senior stewards	Union officers
	%	%	%
Very efficient	22	16	28
Fairly efficient	54	42	38
Not very efficient	15	25	8
Inefficient	7	14	6
Other answers	2	3	3
Don't know	-	-	17
Total	100	100	100
(% base)	(179)	(76)	(114)

Employees were not asked directly about management's productive efficiency, but they were invited to say whether they had the chance of suggesting to the foreman or management better ways of doing the job. 79% said they had, and this figure varied little according to industry. The two most frequent ways of making suggestions about production were directly to their superior (80% of all who said they had the chance to make suggestions), and through a suggestion box (27%). 89% of employees said they were satisfied with the chances they had to suggest better ways of doing the job. But 56% of those who were not given the chance of suggesting better ways of doing the job would have liked the chance.

7.4 The supervisory role of the foreman

About a third of all foremen were personally responsible for engaging workers, and 23% could personally dismiss a worker on their own authority. The proportions were higher in engineering and lower in continuous flow/process production.

Employees were asked how much contact they had with their foreman in connection with their work: 48% said 'continuously because we work together', 17% said more than twice a day, 16% once or twice a day, and the remainder less often. 5% of employees thought the foreman supervised their work too much, 9% too little, and 76% about enough.

Only 8% of employees said that the foreman let them know very often whether or not he was satisfied with their work, 19% said fairly often, 29% seldom, and 36% never. 40% of employees said that no one above foreman level ever came round to see them personally about any aspect of the work they did, 33% said this happened seldom, 20% fairly often, and only 7% very often. The three most frequent reasons for such visits were said to be inspection of the work (51% of employees visited), to criticise or find fault (20%), and a general chat to ask how the employee was getting on (17%).

7.5 Matters of discipline

30% of foremen said there were circumstances in which they could impose penalties to discipline workers. The proportion was higher in engineering (50%) and batch production (53%), and lower in office situations (13%) and distributive trades (17%). The circumstances in which penalties could be imposed were mainly bad time-keeping (54% of foremen with disciplinary powers), faulty workmanship (29%), and misconduct on the job (27%).

95% of foremen thought that on the whole matters of discipline were dealt with fairly in their workplace. The minority who disagreed thought that unfairness resulted mostly from not being strict enough in some cases and imposing penalties for offences only in some departments. 93% of stewards thought that their management were reasonably fair in dealing with workers who broke rules and disobeyed orders. The rest mostly felt management were sometimes inconsistent or inflexible.

CHAPTER 8 — LIMITED COMPARISONS WITH DONOVAN SURVEY

8.1 LIMITATIONS

As noted in the introduction, the survey reported on here bears some resemblance to the 1966 ('Donovan') survey, and it is tempting to try to make comparisons between the two sets of findings. But because the two surveys were conducted on entirely different sampling bases, valid comparisons are extremely difficult, and in some cases impossible, to make. Of the seven types of informant, direct comparisons between six are ruled out for various reasons. There was no separate sample of 'lower managers' or 'senior stewards' on the Donovan survey; foremen were selected differently (the one with the shortest and the one with the longest service for Donovan, and one at random for the 1972 survey); employees were selected differently (from households) for Donovan, within groups supervised by the sampled foreman for the 1972 survey; and stewards were selected differently (from union lists for Donovan, as representing sampled employees for the 1972 survey).

Thus only senior managers are eligible for proper comparison. And even here a number of qualifications must be made. The sampling frame for 'works' managers on the Donovan survey was establishments listed in Ministry of Labour 'L' returns; for the 1972 survey it was of managers of situations within establishments drawn from local employment exchange records. No interviews were sought in respect of 'office etc' situations for Donovan, and this category can be excluded from the 1972 figures, together with other industrial groups (distributive trades and public industries) not covered in the Donovan survey. The construction industry was not covered in the 1972 survey. The remaining industries, covering SICs III-XIX inclusive, were common to the two surveys, except that the representation of particular SICs varied. Also, the size distribution of establishments was slightly different: sampled as a minimum of 150 employees for Donovan and 250 employees for the 1972 survey.

Any comparison between the answers of senior managers on the two surveys is therefore bound to be inexact, and we would discourage any attempt to compare the answers of other types of informant, despite the wording of the questions being the same or very similar. Below are comparative results on some of the questions put to senior managers, together with comments on possibilities of other very rough comparisons.

8.2 FINDINGS

The topics compared in the following tables are in the order in which they appear in the previous chapters. Managers in both surveys were asked whether the firm ran any courses which included training in industrial relations. Table 161 suggests that there has been an increase in the number of firms running such courses, especially those for stewards. The 1972 question was 'Does the firm run or sponsor ...' but the extra word 'sponsor' probably made little difference to the results.

Table 161 Comparison of frequency of training courses

<u>Senior managers</u>	Donovan	1972
Firm ran training courses including ind. relations	46%*	66%*
Courses were for:		
managerial/supervisory staff	38%	63%
manual workers	11%	11%
stewards	9%	35%
(% base)	(287)	(252)

* There is a 99.9% chance that this difference is significant, ie, represents a real difference between the populations sampled in the two surveys.

Confirmation of the increase in steward training courses run by firms is seen in the answers of stewards in the two surveys. Although proper comparison is not possible because of the different basis of sampling (six selected unions for Donovan and various unions in selected industries for the 1972 survey), 12% of the courses attended by Donovan stewards were said to have been run by the firm, compared with 28% of those attended by the 1972 stewards.

The degree of access which senior managers said stewards had to management - as measured by the questions in table 162 - remained high.

Table 162 Comparison of stewards' access to management

Senior managers	Donovan	1972
Whether stewards ever brought foremen grievances and claims on behalf of members which had not previously been raised by members with their foreman	75%	81%
Whether stewards had to get foreman's permission before they could contact higher management	79%	80%
Whether there were ways in which stewards could get access to higher management without going through the foreman	81%	83%
(% base, those who dealt with stewards)	(250)	(146)

There appears to have been a small increase in the proportion of workplaces having joint committees where workers' and management representatives meet jointly to discuss and settle problems. 59% of Donovan managers said they had such committees, compared with 73% of 1972 managers.

Although questions about procedural agreements at and above workplace level were asked in both surveys, it is not possible to compare the answers, because of an attempt in the 1972 survey to analyse more closely the levels at which procedure operated and whether or not it was written. (It is now believed that some of the Donovan questions and answers were ambiguous, and comparison of answers of managers, stewards and officers in the 1972 survey suggests that whether or not an establishment is subject to written workplace agreements is to some extent an 'opinion' question). Slightly more 'Donovan' managers thought that stewards were more inclined to take the management's point of view (table 163).

Table 163 Comparison of point of view taken by stewards

Senior managers

Donovan: 'Whose point of view are the stewards most inclined to take?'

1972 : 'Whose point of view would you say are the stewards inclined to take?'

	Donovan	1972
	%	%
Management's	5*	1*
The workers'	58	63
Fifty-fifty	35	32
Don't know/not answered	2	4
Total	100	100
(% base, those who dealt with stewards)	(250)	(146)
* 90% chance that this difference is significant		

Table 164 Comparison of whether lower management are more or less ready to agree to union demands than senior management

	Donovan	1972
	%	%
More ready	20	18
Less ready	29*	38*
Same/just as ready	37	21
Other answers	4	12
Don't know/not answered	10	11
Total	100	100
(% base)	(287)	(252)
* 95% chance that this difference is significant		

As compared with the 1966 sample, rather more of the 1972 senior managers said that lower levels of management were less ready than they were to agree to union demands. Coupled with the finding that the 1972 managers more often found stewards 'very reasonable' to deal with (table 165), this may be taken as an indication that more senior managers are coming to accept the role of stewards, while not necessarily ascribing such acceptance to lower levels of management.

Table 165 Comparison of reasonableness of stewards

Senior managers

Donovan: 'How reasonable are the shop stewards to deal with? Are they generally ...'
1972 : 'How reasonable would you say are the shop stewards to deal with on the whole?'

	Donovan	1972
	%	%
Very reasonable	36*	48*
Fairly reasonable	61	47
Unreasonable	2	1
Depends/not answered	1	4
Total	100	100
(% base, those who dealt with stewards) (250)		(146)

* 95% chance that this difference is significant

In both surveys senior managers were asked about the frequency of strikes. However, the period specified in the Donovan survey was 'since you took up your present post' and in the 1972 survey 'in the past two years'. Also, national strikes were the subject of a separate question in the 1972 survey but not in the Donovan one. Bearing in mind these qualifications, about a third of Donovan managers had experienced strikes, and the figure for 1972 managers was roughly the same.

A slight more reliable comparison can be made concerning the use of forms of pressure other than strikes, although the time periods are again different (table 166). Allowing for the fact that the average Donovan manager had nine years' experience to look back on, these figures indicate a fairly similar pattern of sanctions. 'Go slows' seem to have declined in favour of 'working to rule', but the difference between these two forms of pressure is often narrow.

Table 166 Comparison of frequency of forms of pressure other than strikes

Senior managers

	Donovan ('since in present post')	1972 ('in last 2 years')
	%	%
Overtime bans	36	30
Threats to strike	36	23
Working to rule)	19	23
Go slows)	20	13
Other forms of pressure	6	8
At least one form of pressure	59	43
None	41	52
Not answered	-	5
Total	100	100
(% base)	(287)	(193)

Answers of employees in the two surveys are strictly not comparable, because of the different methods of drawing the samples and the different industrial distributions. Nevertheless, because of interest in employee attitudes to strikes, we may attempt a rough comparison. Only 8% of Donovan unionists thought that they could get more satisfactory results by strikes and other forms of pressure than by going through the procedure for settling disputes. A similar question put to all 1972 employees (including more than a third who were non-unionists) yielded 17% preferring strikes.

However, this apparent change in opinion needs careful interpretation. When the employees' samples are confined to the metal handling industries, the figures are 16% and 20% for the Donovan and 1972 surveys respectively, indicating little change of opinion in those industries. Also, opinion in largely non-union industries, such as the distributive trades, has probably been constant, with only a few per cent of employees in both surveys favouring strikes. The increasing minority willing to support strikes may well be concentrated in those sections of industry (including some office situations) which have become unionised in recent years.

On the question of the justification of strikes in certain circumstances, the evidence of the two surveys points to a reduction rather than an increase in the proportion of 'militant' answers by employees. In one circumstance - management delay in dealing with grievances - the percentages in favour of strikes were the same (62%) and in the other three circumstances the 1972 percentages were all slightly lower than for Donovan.

Comparison between the two surveys in respect of the answers of stewards and union officers is even more hazardous. Answers to the strike questions did not usually differ by more than 10% between the two surveys, so all that can reasonably be said is that there is no evidence of a change in the views of stewards and officers.

8.3 OVERALL CONCLUSIONS

Apart from the detailed comparisons made above, it is possible to say something about the overall picture conveyed by the two surveys. Despite the differences in sampling design, it is clear that the general trends in workplace relations noted in the Donovan survey were confirmed in the 1972 survey. In some ways the trends seem to be even more marked. Some of the main common points emerging from the two surveys are:

- (1) There was a fairly well developed system of representation in most unionised workplaces, with shop stewards playing a very active role.
- (2) Whether or not the workplace procedures were written down, a network of informal practices and 'short-cuts' was very common.
- (3) There is no evidence that stewards are more militant than their members; they were usually viewed by others, and viewed themselves, as accepted, reasonable, and even moderating influences.
- (4) Full-time union officers mostly played a marginal role in workplace relations, which seem to be relatively self-contained and self-regulating.
- (5) There may be clashes of interest, but the parties have adapted to this situation and generally reached a high level of mutual tolerance and acceptance.

The results of the 1972 survey go beyond these points in several ways, but since there was no Donovan baseline against which to judge them their main use is to provide a baseline against which to judge the results of further surveys of workplace relations.

CHAPTER 9 — FURTHER COMPARISONS AND OVERALL ANALYSIS

9.1 COMPARISON OF ANSWERS IN THE SAME SITUATION

The survey was designed so that it is possible to compare the answer of one type of informant to a particular question with that of another type of informant in or concerned with the same situation. This type of comparison is legitimate only when the same or very similar question is put to the types of informant being compared. The method chosen to make the comparison was to compute tables, based on a number of pairs of informants in the same situations, showing the extent to which the answer of one informant agreed with that of his colleague or 'opposite number'.

As an example of such a comparison we may take the full results for the first question reported below (table 167). The 'observed' part of the table represents the percentages of agreement and disagreement found in all relevant situations, eg, in 35% of situations the senior manager and the steward agreed that the amount of negotiating activity had increased. The 'expected' part of the table represents the percentages of agreement and disagreement that would have been expected assuming that the answers of managers were independent of those of their stewards, ie, that being in the same situation did not induce the pair of informants to answer in the same way. In both the 'observed' and 'expected' parts of the table the total of percentages in the diagonal cells (underlined) represents the overall extent of agreement. This amounts to 51% of 'observed' situations and 45% of 'expected' situations. In other words, the chances of a particular pair of managers and stewards in the same situation agreeing on this question were only 6% better than those of any two managers and stewards agreeing.

In the tables below the extent of agreement between various pairs of informants types is summarised. Results are given separately for questions of fact (ie, where informants were presumably reporting on some objective characteristic of industrial relations in their situation) and questions of attitude (where informants were invited to state their personal opinion on an existing or possible state of affairs). Within these two types of question, the topics are in the order in which they appear in Chapters 3, 4, 5 and 7.

Table 167 Whether amount of negotiating activity has changed since taking on present position

'OBSERVED'	<u>Senior managers</u>				Total
	Increased	Decreased	Remained the same		
	%	%	%		
Increased	<u>35</u>	5	18		
Decreased	1	<u>3</u>	3		
Remained the same	20	2	<u>13</u>		
Total					100%
'EXPECTED'	<u>Senior managers</u>				Total
	Increased	Decreased	Remained the same		
	%	%	%		
Increased	<u>32</u>	6	19		
Decreased	4	<u>1</u>	3		
Remained the same	20	3	<u>12</u>		
Total					100%
(% base, situations with pairs of senior managers and stewards)					(146)

Table 168

Comparison of pairings on questions of fact

	Pairings	Extent of agreement			(% base, pairs compared)
		Observed	Expected	Difference	
		%	%	%	
Whether the amount of negotiating activity had changed	F x SM	39	36	3	(122)
	S x SM	51	45	6	(146)
	F x LM	46	39	7	(76)
	S x LM	37	42	-5	(78)
	S x F	42	37	5	(107)
Whether any joint committees	S x SM	74	66	8	(146)
Whether situation subject to written national agreements	UO x SM	59	54	5	(116)
Whether any written workplace agreements	S x SM	53	51	2	(146)
	UO x SM	51	45	6	(116)
	UO x S	39	40	-1	(116)
Whether steward supposed to get foreman's permission before contacting higher management	F x SM	70	59	11	(112)
	F x LM	79	63	16	(76)
Whether the steward ever refused to raise an issue	S x E	63	65	-2	(154)

SM = Senior manager

F = Foreman

S = Steward

LM = Lower manager

E = Employees

UO = Union officer

Table 168 shows that the average proportion by which the 'observed' agreement exceeded the 'expected' on six questions of fact (involving 13 sets of pairings) was 5%. There was a moderate amount of agreement on the question of whether stewards were supposed to get the foreman's permission before contacting higher management, but in most other cases the extent of agreement was only slightly better than would have been expected if we had compared any pairs of answers of people in different workplaces.

Two considerations help to explain the lack of greater agreement about changes in negotiating activity. One is that each informant was asked about any changes since he had been in his present position - a period which could have varied considerably between pairs of informants in the same situation. The second is that the 'negotiating activity' referred to involved different levels of management, and there is no necessary relation between changes at one level and changes at another.

With 11 questions of attitude involving 24 sets of pairings the results are even more random (table 169). The average 'observed' exceeded the average 'expected' by only 1%. There were negative differences between three of the pairings, ie, the observed agreement was actually less than would have been expected to occur by chance. In the case of the largest of these disagreements (9%), it may be that foremen and union officers were using quite different standards when judging whether a particular management did a lot to establish good industrial relations.

The lack of agreement between the first and second employee in the same situation about whether strikes are justified casts serious doubt on the idea that there is usually a 'work-group consensus' about general attitudes to strikes. These findings are more consistent with the proposition that general attitudes to strikes are not influenced by the opinions of workmates. It does not, of course, follow that consensus within the work group would be lacking if it came to taking domestic strike action in real rather than hypothetical circumstances.

The above results may be surprising to those who might reasonably have expected a larger measure of agreement, particularly on questions of 'fact'. They will, however,

Table 169 Comparison of pairings on questions of attitude

Pairings	Extent of agreement		Difference	(% base, pairs compared)
	Observed	Expected		
	%	%	%	
Whether satisfied with opportunity to contact union members	UO x S	39	47	-8 (116)
Whether any issues which ought to be able to discuss and decide which management alone decide	UO x S	42	41	1 (112)
	S x E	33	35	-2 (154)
Point of view taken by stewards (workers', 50-50, etc)	F x SM	45	43	2 (122)
	E x SM	38	41	-3 (137)
	F x LM	64	45	19 (76)
	E x LM	41	43	-2 (77)
Whether stewards helping management with industrial relations problems	F x SM	64	62	2 (122)
Whether stewards helping with production problems	F x SM	43	47	-4 (122)
Whether management attitude to unions fair	S x E	72	69	3 (177)
	E x E	68	63	5 (123)
	1 2			
Whether management do a lot/little to establish good industrial relations	S x F	39	38	1 (107)
	UO x F	30	39	-9 (112)
	UO x S	40	32	8 (116)
Whether quicker or better results are obtained from management by using strikes or other forms of pressure before exhausting consitutional procedure	UO x S	45	37	8 (116)
	S x E	66	57	9 (179)
	UO x E	39	38	1 (116)
	E x E	40	43	-3 (38)
	1 2			
Whether workers are justified in withdrawing their labour or using other forms of pressure in breach of procedure in any situation where by doing so they can get what they want	UO x S	39	37	2 (116)
	S x E	43	45	-2 (179)
	UO x E	41	38	3 (116)
	E x E	28	35	-7 (46)
	1 2			
Opinion on whether a fair wage/salary received	E x E	62	57	5 (128)
	1 2			
Whether work done/supervised could be better organised and arranged	E x F	50	50	- (161)

SM = Senior managers

E (E₁ E₂) = First (second) employee

LM = Lower managers

S = Steward

F = Foremen

UO = Union officer

be less surprising to those who remember that there was very little agreement beyond chance between redundant employees and their managers on such questions as how the employee reacted to being told about his redundancy.*

* Effects of the Redundancy Payments Act, HMSO, 1971, p 23.

Table 171 Correlation matrix of associated variables - situations with stewards

[illegible]

Correlations of 15 or above are statistically significant

9.3 THE INFLUENCE OF VARIABLES

Much of the analysis presented in the previous chapters has concerned the differences in answers produced by certain variables such as industry of the situation, numbers of employees, etc. In this section we attempt to summarise the influence of these variables by bringing together some of the more important answers according to types of situation or informant.

9.3.1 Industry and occupation

It will be convenient to consider industry and occupation together, because very often type of industry is strongly associated with certain occupational groups. In the case of the industry group described as 'office etc' there is an especially close link with the occupational group 'clerical and allied'.

Membership and recognition of unions was greatest in the public sector and much less in the distributive trades and office situations; membership was greatest in the semi-skilled occupations and smallest in lower professional and technical occupations. Given union representation, however, shop stewards were present in a high proportion of situations, regardless of industry. The average size of stewards' constituencies varied from 60 in metal manufacture to 130 in office situations, and the frequency of meetings between stewards also varied considerably by industry. In food, drink and tobacco situations full-time union officers played a much more prominent role than in other industries - they had more meetings both with stewards and members.

In the metal trades and public transport the number of issues settled between stewards and managers was twice that in office situations. The increase in negotiating activity and the range of issues negotiated varied both by industry and type of informant: most managers reported increases in food, drink and tobacco and most stewards reported increases in engineering. There were relatively few joint committees in distributive trades situations but they were common in most other industries.

Situations said to be subject to national agreements were much more common in the public industries and food, drink and tobacco than in office situations and the distributive trades. There was a similar variation in workplace agreements. There were huge industrial differences in the proportion of foremen who said workplace procedure was by custom and practice - 76% in food, drink and tobacco and 16-25% in the public sector.

Many more managers in food, drink and tobacco thought stewards were helping management to solve industrial relations problems than in office situations. More stewards thought they were helping in engineering but not many in the non-transport public sector. Employees' attitudes to the circumstances in which strikes were justified varied considerably by industry, but in a complex way. Those in engineering more often thought that workers were justified in striking in three specific circumstances, but less often favoured strikes in any situation to get what was wanted. On the other hand, a much below average proportion of employees in the distributive trades thought that strikes were justified in specific circumstances, but an above average proportion favoured them in any situation. This seems to indicate a less discriminating attitude to strikes by those who less often take part in them.

The above differences are only a selection of the many that were found to exist according to type of industry and to a lesser extent type of occupation. It is safe to say that type of industry is one of the greatest, if not the greatest, influence on the ways in which industrial relations are conducted at workplace level. While some of the differences between, for example the engineering and office situations, may be said to have been broadly predictable, the food, drink and tobacco situations yielded answers which very often differed markedly from those in most other types of situation. Industrial relations in this industry group may well repay further study.

9.3.2 Type of production or technology

In addition to industry, we analysed many of the answers according to type of production or technology.* To some extent the categories overlap with the eight industry groups; for example, all distributive trades situations are in 'office/distribution/transport'. In other cases, however, one type of production is found in several industry groups.

In general, many answers did vary according to type of production or technology, but not so strongly as according to industry. There were some exceptions to this; for example, the proportion of continuous flow/process situations with written workplace agreements (68%) was higher than in any single industry group.

One disadvantage of using type of production or technology as an analysis variable is that it relies on the accuracy of subjective answers given by senior managers. On the other hand, it seems that on some questions the way in which production is organised and the technology used is a more important influence than the product made or the service provided.

9.3.3 Size of situation

The number of persons employed in a situation was a moderately strong influence on some of the questions. But, as table 170 suggests, the effect of size of situation is fairly minimal on some questions. A notable exception is the more frequent increase in negotiating activity and the range of bargaining reported in the larger situations.

9.3.4 Age and length of service of informants

It is difficult to disentangle the influences of age and length of service in the occupational or union position, both of which were apparent in some of the replies. The evidence of the survey is that satisfaction with procedures, arrangements, etc, increased with age of the informant, but that length of service was usually a weaker influence on such replies.

* Senior managers and foremen were asked to say which of these was the main type used in their situation or part of it: continuous flow/process; mass production; batch production (large or small); maintenance/servicing/repairs; office/distribution/transport.

APPENDIX 1 — THE SAMPLE

1 Sample requirements

The aim of this study of workplace industrial relations was to update the information gained during the enquiry undertaken for the Royal Commission on Trade Unions and Employers' Associations in 1966. For the 1966 enquiry, independent samples of shop stewards, full time union officers, works managers, foremen and so on were taken.

However, for this study it was decided that more detailed information was required about the ways in which industrial relations procedures worked within establishments. Therefore, interlocking samples of individuals would be needed so that the answers given by the different sample types could be related to the same situation within an establishment. A multi-population sample was therefore required to cover the following levels: senior managers, lower managers, foremen, employees, shop stewards, senior stewards and full-time union officers. These samples were selected from a sample of establishments (as defined by the Department of Employment).

2 Sample design

Given the above requirements, a multi-stage sample design had to be used, the first two stages being the selection of (1) employment exchange areas and (2) establishments.

Before making any decisions about further stages, it was necessary to examine the ways in which industrial relations procedures worked in a few establishments. When a pilot study had been completed, it became obvious that it would be necessary to use a two-stage design for selecting the samples of individuals to be interviewed. This was because it was found that, for industrial relations purposes, many establishments were divided into several independent groups. For example, where an establishment had two sections, a production side and office, the industrial relations matters were dealt with through different channels for each of the two sections.

It was therefore decided to use such sections as intermediate sampling units and for sampling purposes we called such sections 'industrial relations situations'. An industrial relations situation was defined as 'a work unit within an establishment which is headed by a person who has responsibility for, and who actually deals with the majority of industrial/employee relations matters for that work unit'.

The third stage in the multi-stage design was therefore an industrial relations situation and the fourth the various levels of individuals linked in para 1.

This sample design imposed certain limitations for analysis in that the data for levels sampled within the situations would not be additive, but linked to the selected situations. This was because a set number of individuals were selected for each sample type (see para 6) regardless of the number of eligibles in each case. The data for establishments and situations would be additive after simple re-weighting (see para 10).

3 Sample size

The aim was to interview samples of individuals in 300 industrial relations situations, selected from 200 establishments. The establishments should cover four industry types (see para 4) with roughly equal numbers in each of the four types.

4 Selection of establishments

A nationally representative sample of establishments was selected from a sampling frame of all employment exchanges* in England, Scotland and Wales. Forty employment exchanges were selected with unit probability, as this was the minimum number that could be selected to give a nationally representative sample. Details were obtained from the employers' register of all establishments employing 250 or more people in each of the 40 exchanges. The details obtained were the name, address and telephone number of the establishment and the total number of employees (the latest figures available). We also required the Minimum List Heading so that we would know to which of the four industry types each establishment belonged.

The four industry types were (a) the Distributive Trades, (b) manufacturing involving metal handling, (c) other manufacturing and (d) public industries.

Details of 538 establishments employing 250 or more people were obtained. Of these, 3 had previously been visited in a pre-pilot study, 25 were selected for the pilot study, and 135 were ineligible as they were not in any of the four industry types, involved in the survey. The remaining 375 fell into the four categories as follows:

Distributive Trades	-	12 establishments
Metal handling	-	160 "
Other manufacturing	-	137 "
Public	-	66 "

It can be seen that the number of establishments in the Distributive Trades was very small, and not a large enough group to analyse separately. It was therefore decided to draw a supplementary sample of Distributive Trades establishments.

Ideally, the supplementary sample should have been drawn from the same 40 employment exchanges as the rest of the sample. However, it was only possible to draw the sample from 50% of the same employment exchanges. Details of Distributive Trades establishments employing 100 or more people were obtained from 20 employment exchanges. This finally gave a total of 42 establishments in the Distributive Trades.

The new total of 405 eligible establishments tended to be clustered in the larger employment exchange areas, and in particular, in five of the larger areas. Therefore, in order to equalise the area quotas for interviewers, a sample of 1 in 3 was taken in the metal handling and other manufacturing categories in these five areas. This gave the following distribution of establishments:

Distributive Trades	42 establishments
Metal handling	106 "
Other manufacturing	102 "
Public industries	66 "
Total	316 "

* i.e. all employment exchanges which held an employers' register.

Of these 316 establishments, 3 were withdrawn - 2 because other establishments of the same firms had refused to co-operate at the pilot stage, and one on the advice of the Department of Employment.

5 Contacting the establishments

The remaining 313 establishments were then contacted by post. Letters were sent, addressed to the personnel managers, asking them to fill in a form giving the name of the person responsible for industrial relations policy at each establishment.

Table S1 Response rate at postal stage

Number of estabs contacted by post	313	100%
Refused to co-operate	70	22.4%
No reply	17	5.4%
Estab. closed down	4	1.3%
Part of another sampled estab although listed separately by DE	1	0.3%
Number of estabs approached for sampling	221	70.6%

It can be seen from table S1 that there was a fairly high refusal rate at the post stage, which was carried out in September/October 1971.

The reasons for refusal at the postal stage were analysed (see table S2) and it was found that 18.6% of those who refused did so because they were reorganising their industrial relations procedures. It is likely that this was being done as a result of the Industrial Relations Act coming into force. Another large category of refusals was in the public sector, where several establishments were selected from the same industry. Where this occurred, we were usually given permission to draw samples from a small proportion of the selected establishments, but were refused permission to go ahead with the rest. The second largest category to refuse co-operation gave no reasons for refusing. A smaller category of those who refused gave the reason as fear of the survey disrupting employee or union relations with management.

6 Sampling within the selected establishments

It can be seen from table S1 that 221 establishments were approached at the sampling stage. Of these, 17 refused to co-operate. A further 2 were lost, one because the establishment had become so small that it was ineligible to be included in the sample and the other turned out to be part of another establishment, although listed separately by the Department of Employment. The reasons for refusal at this stage are given in table S3. This table also includes three establishments who refused to co-operate at the interviewing stage. One establishment was withdrawn at the interviewing stage because the sample was drawn incorrectly and could not be rectified at that stage.

Samples were therefore drawn from 202 establishments. The sampling was carried out by interviewers as there were too many establishments for headquarters staff to cope with. For selection purposes, at all levels, specially compiled random number tables were issued for each establishment.

The first step in the sampling procedure was to find out how many eligible situations there were in each establishment (see definition in para 2). For the purposes of this study we were only interested in situations with 25 or more people in them, because the questions which were to be asked at the interviewing stage were more suited to medium or large sized situations.

Where there was only one situation in an establishment, the various samples were selected from that. Where there were two situations, the samples were selected from both. Where there were three or more situations, two were selected by listing the names of the senior managers (ie the persons heading the situations) and selecting two according to the random number table provided for each establishment. For the selection of sits, a table of all combinations of two numbers from 1 - 10 was used, in rotation, so that each situation had an equal chance of being selected within its establishment.

Within each situation, the following levels were selected as being linked with the senior manager for industrial/employee relations:

- a) lower manager
- b) foreman
- c) employees
- d) shop steward(s) (in unionised situations)
- e) senior steward " " "
- f) full-time union officer " "

b) foreman

For the purposes of this survey, a foreman was defined as 'the first level above the employees with some responsibility for industrial relations matters', so that the people selected at this level were not necessarily called foremen. In each situation one foreman was selected, by listing all the personnel who fitted our definition, in alphabetical order of surname and selecting one according to the random number table provided for each establishment. To be eligible for selection a foreman had to be responsible for at least 3 employees.

a) lower manager

A lower manager was defined as 'the person to whom the selected foreman is immediately responsible for industrial relations matters'. In many cases there was no person between the foreman and senior manager who fitted this definition.

c) employees

With each situation, three employees were selected from the group of people responsible to the selected foreman for industrial relations matters. They were selected randomly from a complete list of employees responsible to the foreman, excluding any who were shop stewards. A random number was given to use in each establishment, for the selection of the first employee, and the sampling interval was calculated by the interviewer.

d) shop steward(s)

Where one or more of the selected employees were members of a trade union, we found out whether they were represented by a shop steward or stewards. If so, the appropriate steward or stewards were selected for interview.

e) senior steward

If the selected shop steward was responsible to a senior shop steward, or convener, then that person was also selected for interview. If the selected shop steward was responsible to more than one senior steward, then the most senior was selected to be interviewed.

f) full-time union officer

Where the senior manager of the selected situation had dealings with a full time trade union officer regarding the selected foreman group, that union officer was included in the sample to be interviewed. If the senior manager had dealings with more than one union officer, then we selected the one with whom he had most dealings.

7 Contacting the sampled people

Letters were sent to all the sampled people before they were contacted by an interviewer. These letters explained the survey briefly and notified the people that an interviewer would be calling on them shortly.

As mentioned above, three establishments refused to co-operate at the interviewing stage, after the sampling had been completed. One establishment was withdrawn because it had been wrongly sampled. Interviews were carried out in 198 establishments which yielded 296 situations. The number of interviews achieved in each sample type are given in table S4. There were greater difficulties in contacting the lay and full time union officers, and this is reflected in their lower response rates.

Table S4. Response rates for each sample type

SAMPLE TYPE	SET SAMPLE	ACHIEVED	% of set sample achieved
Senior managers	296	289	97.6
Lower managers	175	171	97.7
Foremen	282	276	97.9
Employees	888	821	92.4
Shop stewards	268	219	81.7
Senior shop stewards	92	76	82.6
Full time union officers	149	114	76.5
Total	2150	1966	91.4

8 Source of sampling information

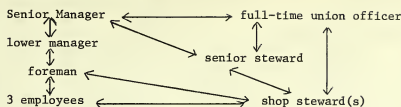
The sampling procedure described above was usually carried out during an interview with the person nominated by the personnel manager or someone else at the establishment, at the postal stage of the survey. The accuracy of the samples, therefore, depended very much on that person's interpretation of our definitions.

Table S2 Reasons for refusal at postal stage, by industry group

Reasons for refusal	INDUSTRY GROUP									
	Distrib. Trades		Metal handling		Other manuf.		Public industries		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Co-operated for some estabs but refused for others	-		-		2	2.9	13	18.6	15	21.5
Reorganising industrial relations procedures	5	7.1	2	2.9			8.6		13	18.6
Recently participated in (an other survey(s)	1	1.4	4	5.7	1	1.4	2	2.9	8	11.4
No time/too busy	1	1.4	2	2.9	4	5.7	-		7	10.0
Fear of survey disrupting employee/union relations	1	1.4	2	2.9	3	4.3	-		6	8.6
Reorganising firm	1	1.4	2	2.9	1	1.4	-		4	5.7
Inconvenient time	-		-		1	1.4	-		1	1.4
Nothing to contribute to survey	-		1	1.4	-		-		1	1.4
Think surveys a waste of time	-		1	1.4	-		-		1	1.4
No reason given	-		5	7.1	7	10.0	2	2.9	14	20.0
Totals	9	12.7	19	27.2	19	27.1	23	33.0	70	100.0

Table S3 Reasons for refusal after contact by interviewer, by industry group

	No.	%	No.	%	No.	%	No.	%	No.	%
Redundancy/estab closing	1	5.0	3	15.0	-		-		4	20.0
Reorganising industrial relations	2	10.0	2	10.0	-		-		4	20.0
Too busy	-		1	5.0	2	10.0	-		3	15.0
Fear of survey disrupting employee/union relations	-		2	10.0	-		-		2	10.0
Head office unwilling to have individual estabs contacted	-		-		-		2	10.0	2	10.0
Breach of confidentiality to ask employees to co-operate	-		1	5.0	-		-		1	5.0
Co-operating in another survey	-		1	5.0	-		-		1	5.0
Unwilling to disclose any information about estab	-		1	5.0	-		-		1	5.0
No reason given	-		-		2	10.0	-		2	10.0
Totals	3	15.0	11	55.0	4	20.0	2	10.0	20	100.0

Diagram 1 A selected situation

—————> = channels through which a grievance or industrial relations matter could normally pass, in our defined situations.

9 Probability of selection

The probability of selection of situations equals the product of the probability of selection of employment exchange areas, establishments and situations.

- i) Probability of selection of employment exchange areas = $\frac{1}{21}$

ii) Probability of selection of establishments

Let the number of estabs in stratum i be E_i

" " " " " selected " i be e_i

∴ Prob. of sel. of estabs in stratum i = $\frac{e_i}{E_i}$

iii) Probability of selection of situations within estabs

- a) Where there was only one eligible situation in an establishment, prob. of sel = $\frac{1}{1}$

- b) Where there were 2 or more eligible situations:

Let the no. of situations in the jth estab be R_j

" " " " " selected " " be 2

∴ Prob. of sel. of situations = $\frac{2}{R_j}$

∴ The overall prob. of sel. of situations = $\frac{1}{A} \times \frac{e_i}{E_i} \times \frac{2}{R_j}$

- c) Now $\frac{1}{21}$ is constant for all situations, and $2 \leq R_j \leq 10$

- d) For the supplementary sample of establishments in the Distributive Trades, employing 100 - 249, the probability of selection of sits = $\frac{1}{21} \times \frac{1}{2} \times \frac{e_i}{E_i} \times \frac{2}{R_j}$ because the establishments were selected from half of the employment exchange areas.

- e) For 35 of the 40 employment exchange areas, $\frac{e_i}{E_i} = 1$ for all strata.

However, because it was necessary to reduce the numbers of estabs in 5 areas in the metal handling industry and other manufacturing (see para 4)

$\frac{e_i}{E_i} = \frac{1}{3}$ in these two strata in the five areas concerned.

To summarize, therefore, the overall probability of selection of situations in all cases except those shown in (i) and (ii) below was

$$\frac{1}{21} \times 1 \times \frac{2}{R_j}$$

- (i) For situations in the Distributive Trades estabs employing 100 - 249 people, the overall probability of selection = $\frac{1}{21} \times \frac{1}{2} \times 1 \times \frac{2}{R_j}$
- (ii) For situations in estabs in metal handling and other manufacturing in 5 areas, the overall probability of selection = $\frac{1}{21} \times \frac{1}{2} \times \frac{1}{3} \times \frac{2}{R_j}$

10 Reweighting

In order to make the data additive at situation level, it is necessary to apply the following weighting factors to the data.

For most situations (except those mentioned in (i) and (ii) below), the following weighting factor should be applied to the data:

$$\frac{E_i}{e_i} \times \frac{R_j}{2}$$

Where $\frac{E_i}{e_i} = 1$ and $2 \leq R_j \leq 10$

- (i) For the I.R. situations in the 5 areas mentioned in para 9(ii), the following weighting factors should be applied to the data:

$$\frac{E_i}{e_i} \times \frac{R_j}{2}$$

Where $\frac{E_i}{e_i} = 3$ and $2 \leq R_j \leq 10$

- (ii) For the Distributive Trades mentioned in para 9(i) an additional weighting factor of 2 should be applied to the data.

11 Implications for analysis

The sample design used for this survey imposed certain limitations for the analysis of the data. Although it was possible to make the data additive down to the I.R. situation level by reweighting, it was not possible for this to be done within situations. The reason for this is that a set number of people were selected at each level.

For example, for the employee sample, 3 employees were selected within each situation regardless of the number of employees in the selected foreman group. Therefore the data for the samples selected within each situation could only be linked to the situation and not aggregated with data for the same sample types in other situations.

12 Response rate

The number of establishments where interviews were carried out, expressed as a proportion of establishments in the sample originally set, was 63% (see table S5). With a fairly low response rate such as this, it is desirable to look at some of the characteristics of the non-responding establishments, to see how similar they are to the responding establishment. This is done for type of industry and size of establishment in table S6. There was very little variation among the four industry groups in response rates, but the establishments employing 1000 or more workers (14.6% of all estabs at which interviews took place) produced 22% of the 'lost' establishments. It is believed that the larger establishments tended more often than the smaller ones to have some difficulty with industrial relations matters which led to their refusing co-operation.

Table S5 Summary of response rates at establishment level

Number of establishments in sample	316	100%		
Withdrawn before postal approach:				
(a) different establishments of same firm				
refused at pilot stage	2	0.6%		
(b) withdrawn on DE advice	1	0.3%		
Establishments contacted by post	313	99.1%	100%	
Refused to co-operate	70	22.1%	22.4%	
No reply	17	5.4%	5.4%	
Establishment closed down	4	1.3%	1.3%	
Establishment listed separately by DE, but part of another establishment	1	0.3%	0.3%	
Number of establishments approached for sampling	221	70.0%	70.6%	100%
Refused at sampling stage	17	5.4%	5.5%	7.8%
No i.r. situation at establishment	1	0.3%	0.3%	0.4%
Establishment listed separately by DE, but part of another establishment	1	0.3%	0.3%	0.4%
Number of establishments approached for interview	202	64.0%	64.0%	91.4%
Refused to co-operate	3	1.0%	1.0%	1.4%
Withdrawn - wrongly sampled	1	0.3%	0.3%	0.4%
Total number of establishments where interviews were carried out	198	62.7%	63.2%	89.6%

Table S6 Comparison between establishments 'lost' through non-response
refusals etc and establishments where interviews took place,
by size and industry group

Industry group	Size (number of employees)					Totals
		100 - 249	250 - 499	500 - 999	1000+	
Distributive Trades	lost	13(11.0%)	1 (0.8%)	-	1 (0.9%)	15(12.7%)
	interviewed	18 (9.2%)	5 (2.5%)	5 (2.5%)	-	28(14.1%)
Metal handling	lost	-	20(17.0%)	9 (7.6%)	11 (9.3%)	40(33.9%)
	interviewed	-	28(14.1%)	23(11.6%)	13 (6.6%)	64(32.3%)
Other Manufacturing	lost	-	22(18.7%)	9 (7.6%)	5 (4.2%)	36(30.5%)
	interviewed	-	38(19.2%)	20(10.1%)	9 (4.5%)	67(33.8%)
Public	lost	-	14(11.9%)	4 (3.4%)	9 (7.6%)	27(22.9%)
	interviewed	-	21(10.6%)	11 (5.6%)	7 (3.5%)	39(19.7%)
Totals	lost	13(11.0%)	57(48.3%)	22(18.7%)	26(22.0%)	118(100.0%)
	interviewed	18 (9.1%)	92(46.4%)	59(29.8%)	29(14.6%)	198(100.0%)

APPENDIX 2 — SCHEDULES OF QUESTIONS

SS472/0

PreambleMANAGERS (SENIOR)

At the initial interview when we spoke to you/Mr... we were hoping to select managers who were responsible for industrial relations covering either the whole establishment or some part of it. I understand from that interview that you are the person responsible for industrial relations in ... (GIVE DESCRIPTION OF IR SITUATION). It is this unit that I would like you to talk about.

1 What is your position in the firm?

2 What does ... (IR SITUATION) produce or do?

IF IR SITUATION = OFFICE OR DISTRIBUTION OR TRANSPORT

0 GO TO 4

3 (SHOW CARD A) Which one type of production or technology shown on the card comes closest to the one used generally in ... (IR SITUATION)?

	CONTINUOUS FLOW/PROCESS (handling 'stuff' rather than items)	1
	MASS PRODUCTION (batch size, measured in items, is indefinite)	2
CODE	LARGE BATCH (equipment reset at intervals longer than a week	3
ONE	SMALL BATCH (equipment reset every week or more often)	4
ONLY	FABRICATION/ASSEMBLIES (one off)	5
	SINGLE PIECES, NOT ASSEMBLIES (one off)	6
	MAINTENANCE/SERVICING/REPAIRS	7
	Other (SPECIFY)	8

4 What has been the trend of demand over the last year for the products/services of ... (IR SITUATION)?

Has it been -
RUNNING
PROMPT

rising
falling
stable
or fluctuating?

1] ASK a
2] ASK a
3] GO TO 5
4] ASK a

(a) Do you feel that changes in demand for your products/services have affected industrial relations at ... (IR SITUATION)?

Yes
No
D.K.

5] ASK b
6] GO TO 5
7]

(b) In what way have changes in demand affected industrial relations?

5 Number of employees in ... (IR SITUATION)

Managerial & supervisory
Clerical
Technical
Manual
All others (SPECIFY)

TOTAL

6 Do you find you have any difficulty at present in recruiting suitable labour?

Yes
No
D.K.

1] ASK a
2] GO TO 7
3]

(a) Does this apply to -

RUNNING
PROMPT

all categories of employees
most categories
some categories
or only one category (SPECIFY)?

4
5
6
7

- 7 Do any of your employees receive any of their earnings from some system of payment by results?

Yes 1 ASK a-b
No 2 ASK c
D.K. 3 GO TO 8

- (a) Does this apply to -

all of them 4
most of them 5
or a minority only? 6

- (b) Would you be in favour of abandoning payment by results as a component of earnings?

Yes 1
No 2
D.K. 3] GO TO 8

- (c) Would you be in favour of introducing payment by results as a component of earnings?

Yes 4
No 5
D.K. 6

- 8 Does the firm run or sponsor any courses for employees of ... (IR SITUATION) which include training in industrial relations?

Yes 1 ASK a
No 2
D.K. 3] GO TO 9

- (a) For which groups of employees -

INDIVIDUAL	managerial/supervisory?	4
PROMPTS -	clerical?	5
CODE ALL	technical?	6
THAT APPLY	manual?	7
	shop stewards?	8
	any other groups (SPECIFY)?	9

Procedures

As you know, this study is concerned with industrial/employee relations and I would like to go on to ask you about this and different procedures or practices which exist.

- 9 How many grievances, claims or industrial/employee relations problems arise within ... (IR SITUATION) which come to your level? Would you say -

many 1
some 2
a few 3
or none? 4

- 10 Is this establishment a member of any employers' association?

Yes 5
No 6
D.K. 7

- 11 Is ... (IR SITUATION) subject to any written national agreements, that is, agreements negotiated by an employers' association?

Yes 1 ASK a-b
No 2
D.K. 3] GO TO 13

- (a) In the last few years has there been any increase in the range of matters covered by your national agreement(s)?

Yes 1
No 2
D.K. 3

- (b) Has your use of the external stages of nationally agreed procedure for settling grievances and claims of any type increased, decreased, or remained about the same in the last few years?

Increased 4
Decreased 5
Remained the same 6
D.K. 7

- 12 On the whole, do you feel that the national agreement(s) is/are useful or not?

Useful 1
Not 2
Other (SPECIFY) 3

13 (Apart from national agreements) is there any <u>written</u> agreement above the level of this workplace for settling grievances and claims (e.g. a written agreement negotiated within the company or its divisions)?	Yes No D.K.	0 ASK a-b 1 2] GO TO 15
(a) In the last few years has there been any increase in the range of matters covered by your agreement(s) at this level?	Yes No D.K.	3 4 5
(b) Has the use of the procedure in agreements above workplace level increased, decreased or remained about the same in the last few years?	Increased Decreased Remained the same D.K.	6 7 8 9
14 On the whole, do you feel that the agreement(s) above workplace level is/are useful or not?	Useful not Other (SPECIFY)	1 2 3
15 Would/do you prefer to negotiate all agreements at workplace level?	Yes No D.K.	7 8 9
16 (Apart from the agreement(s) we have been talking about) do you have your own <u>written</u> workplace agreements for settling grievances and claims?	Yes No D.K.	1 ASK a-c 2 3] GO TO 18
(a) What are the main subjects covered by this/these agreements. (I don't mean the steps in the procedure)?		
(b) Has there been an increase in the <u>range</u> of subjects covered by this/these agreement(s) in the last few years?	Yes No D.K.	1 2 3
(c) Has the <u>use</u> of the procedure in this/these agreement(s) increased, decreased or remained the same in the last few years?	Increased Decreased Remained the same D.K.	4 5 6 7
17 On the whole, do you feel that the workplace agreement(s) is/are useful or not?	Useful Not Other (SPECIFY)	1 2 3
18 Do you (also) have an <u>unwritten</u> workplace or domestic procedure for settling grievances and claims?	Yes No D.K.	1 2 3
19 Are there any joint committees or councils in this workplace where representatives of employees meet jointly with management to discuss and settle problems?	Yes No D.K.	4 5 6
20 On the whole do you think that the arrangements for dealing with employees' grievances and claims work - RUNNING PROMPT	very well fairly well or not very well? D.K.	1 ASK a 2 3] ASK b-c 4 GO TO 21
(a) To what do you attribute the smooth working of these arrangements?		
	NOW GO TO 21	
(b) In what ways do these arrangements not work well?		
(c) How do you think things could be improved?		

Unionisation

I'd like to go on to talk about unions and any part they may play in industrial/employee relations here.

- 21 (CHECK) Are any of the employees in ... (IR SITUATION) members of a trade union? Yes 1 ASK a
No 2 GO TO 23
D.K. 3

(a) Which groups of employees include trade union members -
INDIVIDUAL Managerial/supervisory? 4
PROMPTS - Clerical? 5
CODE ALL Technical? 6
THAT APPLY Manual? 7
Other employees (SPECIFY)? 8

- 22 Do you (management) negotiate with trade unions or their representatives on behalf of employees in ... (IR SITUATION)? Yes 1 ASK a
No 2 GO TO 23
D.K. 3

ASK (a) ONLY OF THOSE GROUPS OF EMPLOYEES WHICH CONTAIN SOME UNION MEMBERS (SEE 21a)

(a) For which groups of employees - Managerial/supervisory? 4
INDIVIDUAL Clerical? 5
PROMPTS - Technical? 6
CODE ALL Manual? 7
THAT APPLY Other employees (SPECIFY)? 8

- 23 ASK (i)-(iv) ONLY OF THOSE GROUPS OF EMPLOYEES PRESENT IN THE IR SITUATION (SEE Q5) AND WHICH ARE NOT CODED AT Q22a
(i) What would be your reaction if a union asked for recognition to negotiate for managerial or supervisory employees?
(ii) What would be your reaction if a union asked for recognition to negotiate for clerical employees?
(iii) What would be your reaction if a union asked for recognition to negotiate for technical employees?
(iv) What would be your reaction if a union asked for recognition to negotiate for manual employees?

IF NO UNIONS IN IR SITUATION (CODE 2 OR 3 AT Q21). A GO TO 25

- 24 (CHECK) Is there more than one union representing the employees in ... (IR SITUATION)? Yes 1 ASK
No 2 GO TO 25
D.K. 3
(a) How many of the grievances and claims that you have to deal with, involve more than one union - many 4
RUNNING some 5
PROMPT a few 6
or none? 7

- 25 Are there any groups of employees whose wages you usually adjust as a result of trade union settlements to which your firm/organisation is not actually a party? Yes 0 ASK a-b
No 1
D.K. 2 OMIT a-b

(a) Which groups of employees does this apply to - Manual? 3
INDIVIDUAL Technical? 4
PROMPTS - Clerical? 5
CODE ALL Other employees (SPECIFY)? 6
THAT APPLY
(b) Do you - pay the actual rates or increases agreed in the settlement 7
RUNNING PROMPT use them as a guide 8
CODE ALL THAT APPLY or pay above the union rates? 9

IF NO UNIONS IN IR SITUATION (CODE 2 OR 3 AT Q21) A GO TO 46

Shop Stewards

- 26 Another aspect of industrial/employee relations is the role played by shop stewards or other employee representatives.
(CHECK) Are there any shop stewards (or equivalent recognised union representatives) in ... (IR SITUATION)?
- Yes 1
No 2
D.K. 3 GO TO 41
- 27 (CHECK) Are there any senior stewards or conveners who represent employees in ... (IR SITUATION)?
- Yes 4 ASK a
No 5 GO TO 28
D.K. 6
- 28 (a) Have you yourself met with a senior steward or con-
vener on union business during the last 12 months?
- Yes 1 ASK b
No 2 GO TO 28
- (b) About how many times -
- RUNNING usually at least once a week 3
PROMPT at least once a month 4
or less than once a month? 5
- 28 Do any of the stewards spend all their time at work (with your agreement) on union business?
- Yes 1
No 2
D.K. 3
- 29 Do you yourself deal directly with any shop stewards -
- RUNNING very frequently 6
PROMPT fairly frequently 7 ASK a
on rare occasions 8 GO TO 30
or never? 9 GO TO 41
- (a) About how many hours on average do you spend each week dealing with shop stewards?
- Now I'd like to talk about relations between shop stewards and the first supervisory level which deals with industrial/employee relations. (CHECK) What are the people at this level called here (foremen, supervisors, etc.)?
- 30 Do the shop stewards ever raise issues with the ... (FOREMEN)?
- Yes 1 ASK a
No 2 GO TO 31
D.K. 3
- (a) Do the shop stewards ever take to the ... (FOREMEN) grievances and claims on behalf of their members, which have not previously been raised by members themselves directly with their ... (FOREMAN)?
- Yes 4 ASK b
No 5 GO TO 31
D.K. 6
- (b) Does this happen -
- RUNNING very often 7
PROMPT fairly often 8
or seldom? 9
- 31 Are the stewards supposed to get the ... (FOREMAN'S) permission before they can contact management above the ... (FOREMAN'S) level?
- Yes 1 ASK a
No 2 GO TO 32
D.K. 3 ASK a
Yes 4 ASK i
No 5 GO TO 32
D.K. 6
- (a) Are there any ways in which stewards can get access to management above the ... (FOREMAN'S) level without going through the ... (FOREMAN)?
- (i) What are these ways?
- 32 Whose point of view would you say are the stewards inclined to take -
- RUNNING management's 1
PROMPT the workers' 2
or is it about fifty-fifty? 3
D.K. 4
- 33 Do you think that the stewards in ... (IR SITUATION) are helping management to solve its industrial relations problems?
- Yes 1 ASK a
No 2 GO TO 34
D.K. 3
- (a) Do they help with industrial relations -
- quite a lot 4
or in a minor way? 5
Other (SPECIFY) 6

- 34 Do you think that the stewards are helping management to solve its production problems and run the firm (enterprise) more efficiently?
 Yes 1 ASK a
 No 2 GO TO 25
 D.K. 3
- (a) Do they help -
 RUNNING quite a lot 4
 PROMPT or in a minor way? 5
 Other (SPECIFY) 6
-
- 35 Do you always keep lower levels of management informed if and when you decide issues with stewards?
 Yes 1
 Sometimes/depends on the issue 2
- (a) In what ways do you keep them informed?
 Orally/in person 3
 Written instructions/notices 4
 Formally down the chain of management 5
 Other (SPECIFY) 6
-
- 36 How reasonable would you say are the shop stewards to deal with on the whole -
 RUNNING very reasonable 1
 PROMPT fairly reasonable 2
 or unreasonable? 3
 D.K. 4

Range of Bargaining

- 37 (SHOW CARD B) On this card there is a list of issues. For each one would you say whether you have ever personally settled it (a) with (any of) the shop stewards you deal with, and (b) with (any of) the union full-time officers you deal with?

	YES, WITH STEWARDS	YES, WITH FTO'S	NO/ D.K./ D.N.A.
(a) Wage issues:			
basic time rates	0	0	A
piece work prices	1	1	A
other forms of bonus payments	2	2	A
plus payments for dirty work, etc.	3	3	A
job evaluation	4	4	A
merit money	5	5	A
promotion or up-grading	6	6	A
pensions	7	7	A
(b) Working conditions:			
allocation of work	8	8	A
pace of work	9	9	A
quality of work	0	0	A
safety questions	1	1	A
health questions	2	2	A
manning of machines	3	3	A
transfer from one job to another	4	4	A
general conditions in the workplace	5	5	A
introduction of new machinery or jobs	6	6	A
(c) Hours of work:			
overtime arrangements	7	7	A
breaks in working hours	8	8	A
stopping and starting times	9	9	A
holidays	1	1	A
(d) Discipline:			
suspensions	2	2	A
dismissals	3	3	A
other disciplinary action taken	4	4	A
(e) Employment issues:			
taking on new labour	5	5	A
number of apprentices	6	6	A
short time	7	7	A
redundancy questions	8	8	A
(f) Any other issues not covered (SPECIFY)	9	9	A

38	Has the amount of negotiating activity increased, decreased or remained about the same since you have been manager?	Increased Decreased Remained the same D.K.	1 2 3 4
39	Apart from the amount of negotiating activity, has the range of issues you negotiate with stewards increased, decreased, or remained about the same since you have been manager?	Increased Decreased Remained the same D.K.	0 ASK a 1 2 GO TO 40 3
(a)	(SHOW CARD B) Which of these extra issues have stewards been given the right to negotiate with you since you have been manager?	Wage issues Working conditions Hours of work Discipline Employment issues Other issues (SPECIFY)	4 5 6 7 8 9
40	Are the demands made by the stewards - which come to your level - reasonable ones? Are they -	always reasonable usually sometimes or never reasonable? D.K.	1 GO TO 41 2 3 ASK a-b 4 5 GO TO 41
(a)	What demands have they made which you have considered unreasonable?		
(b)	What proportion of all the grievances and claims that reach you have you disagreed with at the outset, regardless of what happened later on -	all most some only a few or none?	1 2 3 4 5
41	Do you think that the lower levels of management (including ... FOREMEN) in ... (IR SITUATION) are more ready or less ready than you are to agree to union demands?	Lower levels more ready Less ready Just as ready D.K. Other (SPECIFY)	1 2 3 4 5
<u>Full-time Union Officers</u>			
42	How many times have you yourself contacted or been contacted by a full-time union officer during the last 12 months?	None	0 GO TO 46
43	What proportion of grievances and claims settled at your level involve the intervention of a full-time officer in the negotiations -	all most some only a few or none?	1 2 3 4 5
IF NO STEWARDS IN IR SITUATION (CODE 2 OR 3 AT Q26) D.N.A. A GO TO 46			
44	In your system of negotiation and consultation, how important are full-time officers in comparison with the importance of shop stewards? Would you say that -	officers are more important less important or just as important as stewards? D.K.	6 7 8 9
45	When either a full-time union officer or a shop steward is able to settle an issue, which do you prefer to deal with?	Shop steward Union officer Other (SPECIFY)	1 2 3

Spokesmen

- 46 TO ALL. In the preliminary interview we selected one work group in ... (IR SITUATION) for special study. This was the ... (BRIEF DESCRIPTION OF SELECTED WORK GROUP FROM ADDRESS LIST).
- (a) Are any representations ever made to management on behalf of the group or part of the group (other than by stewards)?
- | | | |
|-----------------|---|----------|
| Yes | 1 | ASK b |
| No | 2 | GO TO 48 |
| Other (SPECIFY) | 3 | ASK b |
| D.K. | 4 | GO TO 48 |
- (b) Are these representations always made by the same person or does it vary?
- | | |
|-----------------|---|
| Always the same | 7 |
| Varies | 8 |
- 47 Are the demands made by this spokesman/these spokesmen - which come to your level - reasonable ones? Are they - always reasonable
- | | |
|----------------------|---|
| RUNNING | 1 |
| PROMPT | 2 |
| usually | 3 |
| sometimes | 4 |
| or never reasonable? | 5 |
| D.K. | 6 |
- 48 TO ALL. Are there any ways in which your ordinary employees can get access to management above the ... (FOREMAN'S) level without going through the ... (FOREMAN), if they have a grievance or claim?
- | | | |
|------|---|----------|
| Yes | 1 | ASK a |
| No | 2 | GO TO 49 |
| D.K. | 3 | GO TO 49 |
- (a) What are these ways?

Strikes

- 49 Has there been a national strike affecting ... (IR SITUATION) in the past 2 years?
- | | |
|-----|---|
| Yes | 1 |
| No | 2 |
- (a) Has there been a strike other than a national strike in ... (IR SITUATION) in the past 2 years?
- | | | |
|-----|---|----------|
| Yes | 3 | ASK b |
| No | 4 | GO TO 50 |
- (b) How often have strikes occurred -
- | | |
|---------------|---|
| frequently | 5 |
| seldom | 6 |
| or once only? | 7 |
- 50 What other forms of pressure, if any, have been used in ... (IR SITUATION) in the past 2 years? Have there been any - threats to strike?
- | | | |
|---|---|----------|
| IND. | 1 | ASK a |
| PROMPTS | 2 | ASK a |
| periods of working to rule? | 3 | ASK a |
| 'go-slows'? | 4 | ASK a |
| or any other forms of pressure? (SPECIFY) | 5 | ASK a |
| None | 6 | GO TO 51 |
- (a) How often have these ... (ALL FORMS OF PRESSURE EXCEPT STRIKES) been used in the past 2 years?
- | | |
|-----------|---|
| Never | 0 |
| Once | 1 |
| Twice | 2 |
| 3-4 times | 3 |
| 5+ times | 4 |
| D.K. | 5 |

Episode

- 51 (SHOW CARD C). In the last year or two has anyone proposed or introduced any changes in or affecting ... (IR SITUATION) of the kinds shown on the card?
- | | |
|--|---|
| Change in method or general rate of payment (incl. profit-sharing/merit payment/productivity bonus) | 0 |
| Change in method of working/type of production/ | |
| servicing or office procedures | 1 |
| Introduction of new plant/machinery/equipment | 2 |
| Change in working hours | 3 |
| Re-grading (incl. delegating staff to do work on own responsibility in lieu of requiring higher authority) | 4 |
| Redeployment/switching to other jobs | 5 |
| Redundancy | 6 |
| Moving factory/plant/site/establishment | 7 |
| Merger/takeover involving the establishment | 8 |
| Other (SPECIFY) | 9 |
| None/D.K. of any | X |
- GO TO 63

- 52 Could you tell me what that (the most recent) change or proposal for change was?
- 53 Has the ... (CHANGE) been put into effect yet? Yes 0 ASK a-b
No 1 ASK a
- (a) When was it first proposed?
(b) When was it put into effect?
- 54 Who first proposed or introduced the ... (CHANGE)? Management 2
The union(s) 3
Shop stewards 4
Employees 5
Other (SPECIFY) 6
- 55 Were there consultations or discussions with the employees or their representatives beforehand about the ... (CHANGE)? Yes 7
No 8
D.K. 9
- 56 Were the employees or their representatives given notice of when the ... (CHANGE) was due to take place? Yes Y ASK a
No X GO TO 57
D.K. 0
- (a) How much notice were they given before the ... (CHANGE) was due to take place?
Up to 1 month 1
More than 1 month-3 months 2
More than 3 months-6 months 3
More than 6 months-12 months 4
More than 12 months 5
D.K. 6
- 57 Was there any disagreement between employees (and their representatives) and management about the proposals? Yes 1
No 2
D.K. 3
- 58 Did the employees or their representatives threaten or take any industrial action over the ... (CHANGE)? Threatened, but took no action 5
Took action 6
No, neither 7
D.K. 8
- IF NO UNION (CODE 2 AT Q21). D.N.A. A GO TO 60
- 59 Was a union full-time officer brought into any negotiations about the ... (CHANGE)? Yes 0 ASK a
No 1 GO TO 60
D.K. 2
- (a) What did the union try to do?
- 60 IF CHANGE NOT YET PUT INTO EFFECT (CODE 1 AT Q53). D.N.A. A
Were the proposals put into effect Put into effect unchanged 1
Other (SPECIFY) 2
D.K. 3
- 61 As a result of this ... (CHANGE) have there been any changes in written or unwritten procedure for dealing with such cases in the future? Yes 1 ASK a
No 2 GO TO 62
D.K. 3
- (a) What were these changes?
- 62 In your view did any one group benefit more than others from this ... (CHANGE)?

General Assessment

- 63 If you had to name one way of improving relations between workers and management at ... (IR SITUATION) what would that be?

Classification

- 64 Male 1 65 Age last birthday: 66 Time in present position:
Female 2 Under 25 3 Less than 1 year 1
25-34 4 1-2 years 2
35-44 5 3-4 years 3
45-54 6 5-9 years 4
55-64 7 10-19 years 5
65+ 8 20+ years 6

APPENDIX 3 – FURTHER TABLES

CHAPTER 2 - THE PARTIES

Table A1

Whether a union member
by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr & engr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>		Office &c
							Transp	Other	
Yes	47	48	50	42	43	24	91	86	19
No	52	52	47	58	55	73	9	14	80
Not answered	1	-	3	-	2	3	-	-	1
Total (% base)	100 (288)	100 (48)	100 (51)	100 (32)	100 (57)	100 (18)	100 (16)	100 (26)	100 (40)

Table A2

Advantages of belonging to a union by industry

Employees

[illegible]

Table A3

Disadvantages of belonging to a union
by industry

<u>Employees</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
You have to follow majority decision	22	31	20	24	25	12	8	20	22
Cost of sub- scription	13	17	18	2	7	5	23	17	3
Inefficiency of steward	4	7	2	1	3	-	3	8	4
Union restric- tions*	1	1	4	-	1	-	3	1	-
More interested in politics than in- dividuals	1	-	1	-	3	-	6	-	3
Other answers	4	5	5	2	3	-	3	8	4
None	59	48	57	72	60	81	61	53	65
Not answered	1	1	-	-	2	2	2	-	2
Total	105	110	107	101	104	100	109	107	103
(% base)	(541)	(89)	(108)	(65)	(91)	(21)	(47)	(75)	(45)

* The union restrictions mentioned mainly concerned admission to skilled status and the amount of overtime allowed.

Table A4

Ways in which union could do more
by industry

<u>Employees</u>		%	%	%	%	%	%	%	%
		%	%	%	%	%	%	%	%
More contact/consul- tation about decis- ions	49	57	39	73	37		54	60	
Press more for pay raises	24	22	35	9	30		26	18	
Stand up more against management	15	29	6	9	24		12	13	
Improve conditions	10	2	19	-	4		10	13	
More fringe benefits	4	-	6	-	4		-	6	
Improve union financial benefits	3	-	4	12	-		-	5	
Safeguard jobs more	2	-	4	-	-		3	-	
Other answers	11	7	17	3	15		11	8	
Not answered	1	3	-	-	-		-	-	
Total	119	120	130	106	114		116	123	
(% base, those thinking union could do more)	(198)	(32)	(36)	(18)	(35)	(8)	(20)	(40)	(9)

Table A5

Whether wanted present position as steward
by industry

<u>Stewards</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textls &c	Distrib trades	<u>Public</u> Transp Other	Office &c
	%	%	%	%	%		%	%
Wanted it	24	21	31	12	31		36	13
Persuaded (including 'no one else wanted it')	23	30	28	3	30		30	9
Wanted it and was asked	52	49	41	85	38		34	77
Other answers	1	-	-	-	-		-	-
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (15)	100 (26)
								100 (17)

Table A6

How union workplace policy is decided
by industry

Union Officers

	%	%	%	%	%	%	
Workplace meetings officer doesn't attend	65	45	97	47	56	65	
Workplace meetings officer attends	55	36	52	72	59	55	
Branch meetings	50	37	42	69	45	57	
National level	15	21	12	16	12	16	
District committee meetings	8	10	10	3	13	16	
Meetings outside workplace	3	2	2	-	2	-	
Other answers	10	24	-	33	2	8	
Total (% base)	206 (116)	175 (19)	215 (31)	240 (16)	189 (21)	217 (5)	217 (15)
							(9)

(% add to more than 100 because some officers stated more than one way)

Table A7

Average number of members each officer responsible for
by industry

Union officers

	%	%	%	%	%	%	
In total	12000	17000	17000	6000	8000	9000	
In sampled estab	400	600	200	700	500	300	
Total (base)	(116)	(19)	(31)	(16)	(21)	(5)	(15)
							(9)

Table A8 Frequency of contact with stewards and other members in situation by industry

<u>Union officers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>	Office &c
	%	%	%	%	%		%	
At least once a week	25	38	8	49	22		31	
At least once a month	48	22	66	34	44		54	
Less than once a month	27	40	26	17	34			
Total (% base)	100 (116)	100 (19)	100 (31)	100 (16)	100 (21)	(5)	100 (15)	(9)

Table A9 How often officers have direct contact with ordinary members by industry

<u>Union officers</u>	Total	%	%	%	%	%	%	%
Very often	10	-	-	44	-	22		
Fairly often	28	37	25	14	35	23		
Seldom	59	60	74	42	55	53		
Never	3	3	1	-	10	2		
Total (% base)	100 (116)	100 (19)	100 (31)	100 (16)	100 (21)	(5)	100 (15)	(9)

Table A10 Whether taken part in last 12 months in meetings with members and stewards apart from branch meetings by industry

<u>Union officers</u>	Total	%	%	%	%	%	%	%
Yes	70	50	78	97	65	68		
No	30	50	22	3	35	32		
Total (% base)	100 (116)	100 (19)	100 (31)	100 (16)	100 (21)	(5)	100 (15)	(9)

Table A11 Whether regular meetings of stewards held by officer by industry

<u>Stewards</u>						Transp	Other	
	%	%	%	%	%	%	%	%
Yes	44	40	57	82	35	39	28	35
No	52	56	43	18	65	61	57	57
Not answered	4	4	-	-	-	-	15	8
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7) (16)	100 (25)	100 (17)

Table A12

How often foremen settle grievances and claims without reference to higher management by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%		%			%	
Very often	30	33	62		17			15	
Fairly often	34	36	24		50			33	
Seldom	26	14	12		26			52	
Never	10	17	2		7			-	
Total	100	100	100		100			100	
(% base, those who deal with stewards)	(127)	(27)	(27)	(10)	(25)	(4)	(12)	(15)	(7)

Table A13

Whether higher management keep foremen well informed when they decide issues with stewards by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%		%			%	
Yes, well informed	69	59	82		73			56	
No	28	35	18		20			44	
Other answers	2	4	-		7			-	
Not answered	1	2	-		-			-	
Total	100	100	100		100			100	
(% base, those with stewards who deal with higher management)	(119)	(27)	(25)	(8)	(24)	(3)	(12)	(14)	(6)

Table A14

Extent to which management appreciate foreman's problems in dealing with stewards by industry

<u>Foremen</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%		%			%	
Appreciate them fully	64	75	42		61			57	
Appreciate them partly	32	20	58		27			43	
Not at all	3	3	-		12			-	
Not answered	1	2	-		-			-	
Total	100	100	100		100			100	
(% base, those who deal with stewards)	(127)	(27)	(27)	(10)	(25)	(4)	(12)	(15)	(7)

Table A15

Whether separate personnel staff with industrial
relations functions
by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Separate personnel staff	55	77	54	58	59	31	0	63	53
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Table A16

Whether establishment autonomous
by industry

Senior managers

	%	%	%	%	%	%	%	%	%
Yes	23	26	40	19	19	9	0	0	35
(% base)	(307)	(45)	(57)	(32)	(59)	(21)	(17)	(27)	(49)

Table A17

Whether a union member
by occupation

<u>Employees</u>	Managers Prof. & tech higher	Prof. & tech lower	Clerical & Allied	Skilled	Semi- skilled	Un- skilled
Yes	33	26	31	78	80	69
No	67	74	69	22	20	31
Total	100	100	100	100	100	100
Base	(29)	(35)	(149)	(239)	(93)	(308)

Table A18

Means of contacting stewards

Union officers

Telephone	93%
Formal workplace meeting	92%
Postal	89%
Informal workplace discussion	77%
Branch meeting	70%
Meeting and discussion outside workplace	20%
Other methods	12%

(% base, those with stewards in sampled situation) (114)

CHAPTER 3 - UNION RECOGNITION AND THE SCOPE OF BARGAINING

Table A19 Management attitude in not recognising unions by industry

<u>Employees</u>	Metal Mech, Food, Chems, Distrib						<u>Public</u>		Office &c
	Total &c	manuf &c	instr engnr & tob	drink & tob	textils &c	trades	Transp	Other	
	%	%	%	%	%	%			%
Yes, reasonably fair	49	66	62	40	54	38			40
No not fair	8	4	2	19	6	18			8
Don't know	38	30	34	41	30	42			48
Other answers	2	-	2	-	3	2			1
Not answered	3	-	-	-	7	-			3
Total	100	100	100	100	100	100			100
(% base, those in non-union situations)	(316)	(38)	(56)	(29)	(58)	(39)	(1)	(3)	(91)

Table A20 Whether opportunities for communicating with stewards or other members are satisfactory by industry

<u>Union officers</u>	Metal Mech, Food, Chems, Distrib						<u>Public</u>		Office &c
	Total &c	manuf &c	instr engnr & tob	drink & tob	textils &c	trades	Transp	Other	
	%	%	%	%	%				%
Very satisfactory	73	50	77	63	98				88
Fairly satisfactory	24	42	22	34	-				12
Unsatisfactory	3	8	1	3	2				-
Total	100	100	100	100	100				100
(% base)	(116)	(19)	(31)	(16)	(21)	(5)	(15)		(9)

Table A21 Number of issues ever personally settled with union officers by industry

<u>Senior managers</u>	Metal Mech, Food, Chems, Distrib						<u>Public</u>		Office &c
	Total &c	manuf &c	instr engnr & tob	drink & tob	textils &c	Transp	Other		
	%	%	%	%	%	%	%		%
None	48	53	56	50	23	69	62		37
1-3	22	30	7	12	41	15	24		13
4-6	11	11	16	22	6	5	7		7
7-10	5	2	5	4	6	3	2		7
11-15	3	1	5	7	1	-	-		11
16 +	3	1	1	5	8	8	-		-
Not answered	8	2	10	-	15	-	5		25
Total	100	100	100	100	100	100	100		100
(% base, those who dealt with stewards)	(216)	(37)	(42)	(24)	(43)	(16)	(26)		(21)
Average number of issues	3	2	3	4	6	2	1		3

Table A22

Number of issues ever personally settled with stewards
by industry

<u>Lower managers</u>	Total	Metal Mech, Food, Chems, manuf instr drink textls &c engr & tob &c				<u>Public</u> Transp Other		Office &c
		%	%	%	%			
None	9	-	5	6	3			
1-3	11	15	6	15	11			
4-6	13	8	15	15	21			
7-10	17	38	6	16	16			
11-15	28	21	38	36	12			
16 +	21	18	30	12	33			
Not answered	1	-	-	-	4			
Total	100	100	100	100	100			
(% base, those who dealt with stewards)	(106)	(20)	(25)	(8)	(20)	(9)	(20)	(3)
Average number of issues	10	10	12	9	11			

Table A23

Number of issues ever discussed with stewards
by industry

Foremen

	%	%	%	%	%			
None	2	-	-	5	-			
1-3	13	8	5	12	33			
4-6	12	16	2	13	7			
7-10	20	11	44	12	12			
11-15	24	25	27	26	20			
16 +	27	38	22	27	28			
Not answered	2	2	-	5	-			
Total	100	100	100	100	100			
(% base, those who dealt with stewards)	(127)	(27)	(27)	(10)	(25)	(12)	(15)	(7)

Average number of
issues

11 12 12 11 10

Table A24

Whether amount of negotiating activity has changed since
becoming manager
by industry

Lower managers

	%	%	%	%	%			
Increased	48	33	39	38	64			
Decreased	9	5	21	12	3			
Remained the same	41	57	40	50	31			
Don't know	1	5	-	-	2			
Not answered	1	-	-	-	-			
Total	100	100	100	100	100			
(% base, those who dealt with stewards)	(106)	(20)	(25)	(8)	(20)	(9)	(20)	(3)

Table A25 Whether amount of negotiating activity has changed since becoming foreman by industry

<u>Foremen</u>	Total	Metal &c	Mech, instr & engnr	Food, drink & tob	Chems, textils &c	Public Transp	Office &c
	%	%	%	%	%	%	%
Increased	39	46	46	25	45		
Decreased	14	-	25	13	15		
Remained the same	45	52	29	60	40		
Don't know	1	-	-	2	-		
Not answered	1	2	-	-	-		
Total	100	100	100	100	100		
(% base, those who dealt with stewards)	(127)	(27)	(27)	(10)	(25)	(12)	(15) (7)

Table A26 Whether range of issues negotiated has changed since becoming manager by industry

<u>Lower managers</u>	%	%	%	%	%	%	%
Increased	35	18	46	39	37		
Decreased	9	10	15	17	-		
Remained the same	54	70	39	44	63		
Don't know	1	2	-	-	-		
Not answered	1	-	-	-	-		
Total	100	100	100	100	100		
(% base, those who dealt with stewards)	(106)	(20)	(25)	(8)	(20)	(9)	(20) (3)

Table A27 Whether range of subjects negotiated has changed since becoming foreman by industry

<u>Foremen</u>	%	%	%	%	%	%	%
Increased	17	23	7	10	14		
Decreased	12	2	30	-	15		
Remained the same	66	74	63	88	53		
Don't know	1	-	-	2	-		
Not answered	4	1	-	-	18		
Total	100	100	100	100	100		
(% base, those who dealt with stewards)	(127)	(27)	(27)	(10)	(25)	(12)	(15) (7)

Table A28

	Senior managers	Lower managers		Foremen		Stewards	
	Yes, with officers	Yes, with stewards	Yes, with officers	Dis- cussed at higher level	Decided at higher level	Yes, with manager rarely	Yes, with foreman rarely
Issues ever personally settled	%	%	%	%	%	%	%
a) Wage Issues							
Basic time rates	13	21	4	36	27	13	2
Piece work prices	5	19	3	23	13	3	3
Other forms of bonus payments	16	30	5	43	27	16	2
Plus payments for dirty work etc	9	18	5	25	16	13	3
Job evaluation	8	25	5	43	31	10	1
Merit money	5	13	3	19	12	8	1
Promotion or up- grading	10	36	1	33	24	16	5
Pensions	3	4	-	6	5	1	-
b) Working Conditions							
Allocation of work	6	44	4	56	9	12	10
Pace of work	6	35	4	47	6	5	4
Quality of work	6	47	4	58	6	15	6
Safety questions	6	65	5	69	14	15	15
Health questions	5	50	6	47	15	12	9
Manning of machines	7	39	5	29	3	8	4
Transfer from one job to another	11	57	5	56	12	29	12
General conditions in workplace	7	68	5	67	18	18	13
Introduction of new mach./jobs	8	44	5	42	28	20	4
c) Hours of Work							
Overtime arrange- ments	5	57	5	65	19	12	11
Breaks in working hours	6	31	2	36	10	17	3
Stopping and starting times	7	30	1	32	13	19	2
Holidays	6	26	3	40	18	19	1
d) Discipline							
Suspensions	11	47	5	49	25	20	6
Dismissals	18	50	7	43	32	29	5
Other disciplinary action	11	63	5	50	19	26	10
e) Employment Issues							
Taking on new labour	4	26	3	34	24	12	3
Number of apprentices	2	11	1	5	3	3	-
Short time	7	18	1	12	10	13	1
Redundancy questions	16	23	8	20	20	20	-
(% base, those who dealt with stewards)	(216)	(106)	(106)	(127)	(127)	-	-
% base, all stewards)						(179)	(179)

Table A29

Whether any questions which it was felt officers and stewards ought to be able to discuss and decide with management by industry

<u>Union officers</u>	Metal Mech, Food, Chems, Total manuf instr drink textls &c engnr & tob &c					<u>Public</u> Transp Other		Office &c
	%	%	%	%	%			
Yes	42	46	54	22	20			
No	56	54	46	78	70			
Don't know	2	-	-	-	10			
Total	100	100	100	100	100			
(% base, those who had contact with management)	(112)	(19)	(31)	(15)	(20)	(6)	(9)	(8)

Table A30

Whether amount of negotiating has changed since becoming manager by type of production or technology

<u>Senior managers</u>	Contin. flow/ process	Mass produc -tion	Batch (large + sml)	Maintenance /servicing /repairs	Office/ distrib./ transport	Equal mixture of activities
	%	%	%	%	%	%
Increased	60	56	50	62	48	48
Decreased	9	17	13	6	4	14
Remained the same	29	27	37	32	43	38
Don't know/not answered	2	-	-	-	5	-
Total	100	100	100	100	100	100
(% base)	(28)	(18)	(45)	(29)	(46)	(17)

Table A31

Whether amount of negotiating activity has changed since becoming manager by size of i.r. situation

<u>Senior managers</u>	<u>number of employees</u>				
	25-49	50-99	100-249	250-499	500+
	%	%	%	%	%
Increased	37	50	55	48	63
Decreased	3	17	10	4	14
Remained the same	51	30	34	38	23
Not answered	9	3	1	10	-
Total	100	100	100	100	100
(% base)	(34)	(38)	(60)	(58)	(21)

Table A32

Whether range of issues negotiated has changed since becoming manager by size or i.r. situation

<u>Senior managers</u>	%	%	%	%	%
Increased	19	36	51	45	36
Decreased	3	3	5	2	7
Remained the same	69	58	43	42	57
Don't know/not answered	9	3	1	11	-
Total	100	100	100	100	100
(% base, with stewards)	(34)	(38)	(60)	(58)	(21)

CHAPTER 4 - PROCEDURES REGULATING RELATIONSHIPS BETWEEN MANAGEMENT,
UNION AND EMPLOYEES

Table A33 Preference for dealing with officer or steward
when either able to settle an issue
by industry

<u>Senior managers</u>	Total	Metal &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%				
Steward	69	87	76	65	73				
Union officer	14	13	12	5	8				
No preference	14	-	12	27	17				
Other answers	1	-	-	3	-				
Not answered	2	-	-	-	2				
Total	100	100	100	100	100				
(% base, those who dealt with officers)	(110)	(15)	(21)	(20)	(24)	(7)	(7)	(10)	(6)

Table A34 The main subjects covered by written workplace agreements
by industry

<u>Senior managers</u>	%	%	%	%	%				
Wages	57	77	88	30	45				
Working conditions	56	51	54	60	57				
Hours of work	41	32	26	51	41				
Discipline	43	44	43	39	71				
Employment issues	31	42	28	8	32				
Other issues	10	10	7	5	5				
Not answered	4	5	-	3	4				
Totals	242	261	246	196	255				
(% base, those with workplace agreements)	(122)	(21)	(21)	(20)	(28)	(3)	(10)	(11)	(8)

Table A35 Opinion on usefulness of national agreement
by industry

<u>Senior managers</u>									
	%	%	%	%	%	%	%	%	
Useful	73	78	77	69	67	91	80	53	
Not useful	17	15	21	26	20	-	13	16	
Other answers	3	4	-	5	-	4	-	6	
Not answered	7	3	2	-	13	5	7	25	
Total	100	100	100	100	100	100	100	100	
(% base, those with national agreement)	(172)	(23)	(30)	(22)	(35)	(7)	(16)	(18)	(21)

Table A36

Opinion on usefulness of national agreement
by industry

<u>Union officers</u>	Total manuf &c	Metal Mech, instr engnr	Food, Chems, drink & tob	textls &c	Distrib trades	<u>Public</u>	Office &c
	%	%	%			%	
Useful	79	30		88		90	
Not useful	18	59		9		10	
Other answers	2	8		3		-	
Not answered	1	3		-		-	
Total	100	100		100		100	
(% base, those at estabs with national agreement) (79)	(12)	(16)	(7)	(19)	(4)	(15)	(6)

Table A37 How often officers usually had contact with management in last 12 months
by industry

<u>Union officers</u>	%	%	%	%	%	%	
At least once a week	9	-	2	39	-	16	
At least once a month	29	49	20	28	38	24	
Less than once a month	59	51	78	27	60	56	
Not at all	3	-	-	6	2	4	
Total	100	100	100	100	100	100	
(% base)	(116)	(19)	(31)	(16)	(21)	(5)	(9)

Table A38 Proportion of grievances involving intervention of officer
by industry

<u>Senior managers</u>	%	%	%	%	%	%	
All	1	6	-	-	2	-	
Most	5	-	3	5	12	4	
Some	14	17	31	5	8	9	
Few	60	46	54	68	67	55	
None	20	31	12	22	11	32	
Total	100	100	100	100	100	100	
(% base)	(115)	(16)	(21)	(19)	(28)	(8)	(17)
							(6)

Table A39 Whether would like to play more important part in
domestic negotiations

<u>Union officers</u>	%	%	%	%	%	%	
Yes	15	9	22	14	7	10	
No	60	76	49	33	70	80	
Satisfied with present position	22	8	29	50	21	10	
Other answers	3	7	-	3	2	-	
Total	100	100	100	100	100	100	
(% base)	(116)	(19)	(31)	(16)	(21)	(5)	(15)
							(9)

Table A40 Importance of officers and stewards in system of negotiation and consultation by industry

<u>Senior managers</u>	Total	Metal manuf &c	Mech, instr engr	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Office Other &c
	%	%	%	%	%			
Officers more important	25	15	2	45	27			
Less important	42	65	69	37	27			
Just as important	31	20	29	18	44			
Not answered	2	-	-	-	2			
Total	100	100	100	100	100			
(% base, those who dealt with officers)	(110)	(15)	(21)	(20)	(24)	(7)	(7)	(10)

Table A41 Proportion of issues raised which management disagreed with (regardless of outcome) by industry

Union officers

	%	%	%	%	%			
All	23	33	24	50	9			
Most	15	20	20	3	17			
Some	24	2	28	28	19			
A few	27	33	21	16	40			
None	11	12	7	3	15			
Total	100	100	100	100	100			
(% base, those who raised issues with management)	(107)	(19)	(27)	(15)	(20)	(5)	(8)	(8)

Table A42 Ways in which arrangements for dealing with grievances and claims work smoothly by industry

Senior managers

	%	%	%	%	%	%	%	%
Good management/staff relations	45	45	40	31	50	61	34	51
Personal contact	27	27	19	21	27	56	17	29
Good formal communication	27	33	34	43	27	14	23	18
Adherence to procedure	21	32	17	6	15	3	45	24
Good conditions/pay	15	15	20	-	14	11	6	29
Reasonable attitude on both sides	14	28	13	6	8	6	-	13
Speedy settlement of grievances	8	12	20	7	12	6	-	-
Good leadership	2	-	-	-	9	6	-	-
Other answers	3	1	5	13	4	-	-	2
Total	162	193	168	127	166	163	125	166
(% base, those who said arrangements worked very well)	(201)	(35)	(24)	(18)	(39)	(18)	(13)	(33)

Table A43 Whether think procedure for dealing with workers' grievances and claims works well by industry

<u>Foremen</u>	Total	Metal &c	Mech manuf &c	Food instr engnr	Chems, drink & tob	Distrib textls &c	Public Transp	Office Other &c
	%	%	%	%	%	%	%	%
Works well	87	90	93	94	80	100	83	81
Doesn't work well	6	9	5	4	12	-	6	-
Varies	3	-	2	-	3	-	9	9
Other answers	1	-	-	-	-	3	7	4
Not answered	3	1	-	2	5	-	8	6
Total	100	100	100	100	100	100	100	100
(% base, those whose workers had grievances or claims)	(251)	(39)	(45)	(30)	(50)	(14)	(16)	(23)

Table A44 Issues discussed and raised

<u>Union officers</u>	Discussed with stewards and members	Raised with management in last year
Wage issues	93%	83%
Work conditions	83%	65%
Employment issues	69%	65%
Hours of work	59%	43%
Discipline	58%	44%
Union matters	13%	11%
Procedure for grievances and claims	10%	4%
(% base)	(116)	(113)

Table A45 Why arrangements for dealing with grievances and claims do not work well

<u>Senior managers</u>	%
Lack of consultation procedure	32
Formal procedure too long/rigid	28
Bad relations with stewards/union	20
Poor management/employee relations	14
No reason	10
Other answers	7
Not answered	5
Total	116*
(% base, those who said arrangement worked fairly well or not very well)	(92)

Table A46 How arrangements for dealing with grievances and claims could be improved

<u>Senior managers</u>	%
Better consultation procedure	27
More efficient formal procedure	26
Better management/employee relations	13
Better personal contact	11
Better conditions/pay	7
Better relations with stewards/union	7
Stewards shd be better trained in IR	4
Managers shd be better trained in IR	2
Can't be improved	8
Other answers/not answered	5
Total	110*
(% base, as table A45)	(92)

* %s add to more than 100 because some managers gave more than one answer

CHAPTER 5 - PROCEDURES IN ACTION

Table A47 What steward does for employees
by industry

<u>Employees</u>	Total	manuf &c	Metal instr engnr	Mech, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%
Takes grievances to the management	49	49	59	61	55	46	52	32	25
Attends to grievances in other ways	23	22	21	17	22	6	25	27	35
Informs them of union policy	16	17	15	1	16	3	11	27	34
Takes grievances to union	6	4	4	9	11	3	3	9	3
Collects subscriptions	4	9	7	2	1	-	-	7	-
Is available if help is needed	5	5	5	-	7	8	4	8	8
Helps with personal problems	1	2	1	1	-	-	-	4	-
Does nothing	8	12	5	1	9	19	7	7	12
Don't know	4	4	1	4	5	22	3	3	9
Other answers	3	5	1	3	2	-	5	3	3
Not answered	4	3	5	10	5	-	1	3	-
Total	123	132	124	109	133	107	111	130	129
(% base)	(491)	(85)	(98)	(61)	(79)	(16)	(43)	(70)	(39)

(%s add to more than 100 because some informants gave more than one answer)

Table A48 Points of view usually taken by stewards
by industry

<u>Foremen</u>	%	%	%	%	%
Management	5	-	14	5	5
Workers	43	29	59	42	49
50/50	49	65	27	51	38
Don't know	2	4	-	2	8
Not answered	1	2	-	-	-
Total	100	100	100	100	100
(% base, those who dealt with stewards)	(127)	(27)	(27)	(10)	(25)
				(4)	(12)
					(15)
					(7)

Table A49 Officers' opinion of stewards' work
by industry

<u>Union officers</u>	Total	Metal &c	Mech, manuf engnr	Food, instr & tob	Chems, drink textls &c	Distrib trades	<u>Public</u> Transp	Office Other &c
	%	%	%	%	%			
Very valuable	87	71	100	94	85			
Fairly valuable	12	29	-	3	15			
Not very valuable	1	-	-	3	-			
Total	100	100	100	100	100			

Table A50 Whether stewards too ready or too slow to contact officer
by industryUnion officers

	%	%	%	%	%
About right	65	41	79	70	57
Too ready	14	26	16	-	15
Too slow	17	28	5	23	23
Other answers	4	5	-	7	5
Total	100	100	100	100	100

Table A51 Relative experience of stewards in sampled establishments
by industryUnion officers

	%	%	%	%	%
More experienced	22	5	38	4	20
Less experienced	37	58	25	27	51
No difference	39	37	30	69	26
Don't know	2	-	7	-	3
Total	100	100	100	100	100
(% base 3 tables, those responsible for stewards)	(114)	(19)	(31)	(16)	(19)
				(5)	(6)
					(9)
					(9)

Table A52 Relative militancy of stewards in sampled establishments by industry

<u>Union officers</u>	Metal Mech, Food, Chems, Total manuf instr drink textls &c engnr & tob &c					<u>Public</u> Distrib Transp Other trades &c			<u>Office</u> &c
	%	%	%	%	%				
More militant	9	7	5	6	10				
Less militant	36	58	22	36	53				
No difference	51	35	61	58	35				
Don't know	4	-	12	-	2				
Total	100	100	100	100	100				
(% base, those responsible for stewards)	(114)	(19)	(31)	(16)	(19)	(5)	(6)	(9)	(9)

Table A53 Whether lower management are more or less ready to agree to union demands than senior management by industryLower managers

	%	%	%	%	%				
More ready	23	21	33	27					9
Less ready	33	50	43	37					18
Just as ready	30	15	20	29					56
Demands go to higher levels	7	10	-	3					5
No union demands	2	2	-	2					3
Other answers	1	2	-	-					-
Don't know	4	-	4	2					9
Total	100	100	100	100					100
(% base)	(137)	(22)	(33)	(10)	(31)	(3)	(9)	(22)	(7)

Table A54 Whether management in situation is more or less reasonable than that of other firms in same industry by industryUnion officers

	%	%	%	%	%				
More reasonable	35	30	54	19	48				
Similar to others	52	45	46	72	26				
Less reasonable	5	11	-	4	9				
No knowledge of other firms	6	10	-	-	17				
Other answers	2	4	-	5	-				
Total	100	100	100	100	100				
(% base, those who raised issues with management)	(107)	(19)	(27)	(15)	(20)	(5)	(8)	(8)	

Table A55 Whether stewards demands are reasonable by industry

<u>Lower managers</u>	Total	Metal &c	Mech, manuf instr &c	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u> Transp	Office Other &c
	%	%	%	%	%			%
Always reasonable	18	18	4		9			25
Usually	60	62	53		71			65
Sometimes	22	20	43		20			10
Don't know	-	-	-		-			-
Total	100	100	100		100			100
(% base, those who dealt with stewards)	(106)	(20)	(25)	(8)	(20)	(1)	(9)	(20) (3)

Table A56 Whether can obtain quicker and better results by using strikes and other forms of pressure before exhausting constitutional procedure by industry

<u>Union officers</u>	Total	Metal &c	Mech, manuf instr &c	Food, drink & tob	Chems, textils &c	Distrib trades	<u>Public</u>	Office &c
	%	%	%	%	%			%
Yes	50	43	53	70	34			33
No	46	49	41	25	64			64
Other answers	3	3	6	5	2			-
Not answered	1	5	-	-	-			3
Total	100	100	100	100	100			100
(% base)	(116)	(19)	(31)	(16)	(21)	(5)		(15) (9)

Table A57 Whether workers are justified in withdrawing their labour or using other forms of pressure in breach of procedure by industry

Union officers
workers justified if -

	%	%	%	%	%	%
management has broken an agreement	63	51	64	73	66	76
management appears to be resorting to unreasonable delay in dealing with grievances	52	37	65	53	28	73
there is no other way of preventing the discharge of a workmate unfairly in any situation where they think that by acting in this way they can get what they want	77	75	100	83	55	73
	10	3	7	39	10	6
(% base)	(116)	(19)	(31)	(16)	(21)	(5) (15) (9)

Table A58 One way of improving industrial relations
by industry

<u>Lower managers</u>	Metal Mech, Food, Chems, Distrib					<u>Public</u>	
	Total	manuf &c	instr engnr	drink & tob	textils &c	Transp	Office &c
	%	%	%	%	%	%	%
Introduction of better consultation procedure/communication	26	23	30		34	18	21
Better conditions/pay	6	-	18		1	7	3
More reasonable attitude of management and employees	8	5	10		8	9	-
More efficient formal procedure/settle grievances quickly	5	2	4		13	3	4
Better personal contact/accessibility	4	-	1		-	9	14
Other ways	14	26	19		8	15	7
No ways/can't be improved	37	44	18		36	39	51
Total	100	100	100		100	100	100
(% base)	(160)	(22)	(37)	(10)	(35)	(7)	(9)

Table A59 One way of improving industrial relations
by industry

<u>Union officers</u>	<u>Public</u>					
	%	%	%	%	%	%
Introduction of better consultation procedure/communications	28	40	22	16	28	26
Better conditions/pay	4	-	12	-	-	4
More reasonable attitude of management and employees	7	15	2	8	11	15
More efficient formal procedure/settle grievances quickly	17	13	20	36	-	4
Better personal contact/accessibility	1	-	-	-	-	3
Other ways	13	11	8	9	21	23
No ways/can't be improved	30	21	36	31	40	25
Total	100	100	100	100	100	100
(% base)	(116)	(19)	(31)	(16)	(21)	(5)

Table A60 Whether steward has enough influence over members

	<u>Stewards</u>		<u>Employees</u>	
	%		%	
Steward has right amount of influence now	80		71	
Would like steward to have more influence	15		21	
Would like steward to have less influence	-		2	
Not steward's job to influence members	4		-	
Don't know	-		4	
Other answers	1		2	
Total	100		100	
(% base)	(179)		(491)	

CHAPTER 6 - 'EPISODES' INVOLVING INDUSTRIAL RELATIONS

Table A61 Whether change put into effect at time of interview

	Senior managers	Lower managers	Foremen	Employees	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%	%
Yes	85	77	81	80	76	72	78
No	15	23	17	19	24	28	22
Not answered	-	-	2	1	-	-	-
Total	100	100	100	100	100	100	100
(% base, those naming at least one episode) (260)		(148)	(242)	(660)	(157)	(71)	(106)

Table A62 Who first proposed the change

	%	%	%	%	%	%	%
Management	83	80	75	73	77	73	62
Union(s)	7	10	7	9	8	9	16
Joint negotiation	4	4	4	3	3	3	11
Shop stewards	2	1	2	1	4	10	8
Employees	2	4	8	5	6	1	2
Other persons	1	-	-	-	-	4	-
Government policy	-	1	-	-	1	-	-
Don't know	-	-	2	8	1	-	-
Not answered	1	-	2	1	-	-	1
Total	100	100	100	100	100	100	100
(% base)	(260)	(148)	(242)	(660)	(157)	(71)	(106)

Table A63 Whether consultation with employees or their representatives

	%	%	%	%	%	%	%
Yes	77	65	60	40	59	82	79
No	22	32	32	49	37	16	17
Don't know	1	-	8	8	4	2	-
Not answered	-	3	-	3	-	-	4
Total	100	100	100	100	100	100	100
(% base, those naming (222)		(121)	(186)	(546)	(125)	(56)	(67)
an episode not proposed by workers/stewards)							

Table A64 Whether employees given notice of when the change was due to take place

	%	%	%	%	%	%	%
Yes	88	76	78	65	86	77	87
No	9	21	14	24	12	18	8
Don't know	2	1	8	9	1	4	1
Not answered	1	2	-	2	1	1	4
Total	100	100	100	100	100	100	100
(% base)	(222)	(121)	(186)	(546)	(125)	(56)	(67)

Table A65 Whether any disagreement between employees and management

	Senior managers	Lower managers	Foremen	Employees	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%	%
Yes	34	34	36	31	49	61	61
No	61	62	58	55	48	38	32
Don't know	4	1	4	13	1	1	6
Not answered	1	3	2	1	2	-	1
Total	100	100	100	100	100	100	100
(% base, those naming at least one episode) (260)		(148)	(242)	(660)	(157)	(71)	(106)

Table A66 Whether employees threatened or took industrial action

	%	%	%	%	%	%
Threatened - no action	5	4	8	3	3	11
Took action	8	5	6	7	8	4
No, neither	83	85	80	82	88	85
Don't know	3	2	3	7	1	-
Not answered	1	4	3	1	-	-
Total	100	100	100	100	100	100
(% base, those naming at least one episode) (260)		(148)	(242)	(660)	(157)	(71)

Table A67 Whether union officer brought into the negotiations

	%	%	%	%	%	%
Yes	37	27	34	45	41	75
No	54	54	46	48	56	25
Don't know	5	12	17	5	3	-
Not answered	4	7	3	2	-	-
Total	100	100	100	100	100	100
(% base, union situations with at least one episode) (226)		(125)	(180)	(158)	(71)	(106)

Table A68 What the union tried to do

	%	%	%	%	%	%
Negotiated/tried to get better deal	34	31	20	61	62	36
Co-operated with management/advised members to accept	29	22	24	16	7	13
Tried to get manage- ment to agree	4	4	-	7	10	16
Tried to prevent introduction of change	3	-	5	1	7	19
Advised/observed	3	7	6	8	7	-
Other answers	1	3	20	1	7	14
Don't know	5	10	13	5	-	-
Not answered	21	23	12	1	-	2
Total	100	100	100	100	100	100
(% base, where union officers brought in) (104)		(44)	(67)	(70)	(29)	(79)

Table A69 Whether proposals implemented unchanged

	Senior managers	Lower managers	Foremen	Employees	Stewards	Senior stewards	Union officers
	%	%	%	%	%	%	%
Put into effect unchanged	65	66	70	51	59	49	40
Amended/modified	23	25	13	11	33	43	43
Other answers	-	-	1	3	-	-	3
Don't know	8	6	12	29	6	6	10
Not answered	4	3	4	6	2	2	4
Total	100	100	100	100	100	100	100
(% base, those naming an episode not proposed by workers/stewards)	(222)	(114)	(200)	(534)	(119)	(51)	(82)

Table A70 Whether any resulting change in procedure

	%	%	%	%	%	%
Yes	8	6	5	14	11	24
No	84	84	74	73	85	75
Don't know	5	9	18	11	4	1
Not answered	3	1	3	2	-	-
Total	100	100	100	100	100	100
(% base, those naming at least one episode)	(260)	(148)	(242)	(157)	(71)	(106)

Table A71 Who was thought to benefit (more than others) from the change

	%	%	%	%	%	%	%
No group more than another	33	40	31	42	37	30	32
One section of workers	28	31	19	21	23	25	31
All workers	17	11	9	9	11	11	5
Company/management	12	10	7	12	19	16	12
Both workers and management	4	7	2	3	3	6	10
Other answers	1	-	4	1	1	6	3
Don't know	2	-	4	9	4	4	7
Not answered	3	1	24	3	2	2	-
Total	100	100	100	100	100	100	100
(% base, those naming at least one episode)	(260)	(148)	(242)	(660)	(157)	(71)	(106)

Table A72 Types of (most recent) episode named by average of informant types by industry

<u>All informants</u>	Total	Metal &c	Mech, manuf &c	Food, instr engnr	Chem, drink & tob	Textils &c	Distrib trades	Transp	Other	Office &c
	%	%	%	%	%	%	%	%	%	%
Change in method/ rate of payment	32	28	30	22	27	19	36	67	17	
New machinery/ equipment	17	15	10	25	28	18	14	7	31	
Redundancy	14	20	22	2	11	7	28	8	11	
Change in working hours	6	6	9	11	3	16	1	2	9	
Regrading	5	6	5	1	6	11	-	3	3	
Moving factory/estab	5	6	8	11	5	-	5	1	6	
Change in method of working	8	8	6	6	6	15	7	4	11	
Redeployment	4	4	3	-	6	8	3	2	7	
Merger/takeover	3	2	5	1	5	-	-	-	2	
Other changes	6	5	2	21	3	6	6	6	3	
Total	100	100	100	100	100	100	100	100	100	
(% base, those naming at least one episode)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)	(30)	

Note: The bases in tables A73-A83 are those of senior managers. Some informant types, whose answers contributed to the averages shown, had smaller samples in each industry.

Table A73 Whether proposed change put into effect at time of interview by industry

<u>All informants</u>	%	%	%	%	%	%	%	%	%
Yes	79	84	80	62	81	89	69	90	76
No	21	16	20	38	19	11	31	10	24
Total	100	100	100	100	100	100	100	100	100
(% base)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)	(30)

Table A74 Who first proposed the change by industry

<u>All informants</u>	%	%	%	%	%	%	%	%	%
Management	75	80	77	82	75	73	79	65	82
Union(s)	9	7	8	11	8	13	8	17	1
Joint negotiation	5	1	6	3	6	2	3	8	5
Shop stewards	3	3	6	1	1	-	1	1	-
Employees	4	8	2	-	6	1	4	2	10
Other persons	-	-	-	-	1	2	-	-	-
Government policy	1	1	-	-	-	-	-	2	-
Don't know	2	-	1	2	3	3	5	3	2
Not answered	1	-	-	1	-	6	-	2	-
Total	100	100	100	100	100	100	100	100	100
(% base)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)	(30)

Table A75 Whether consultation with employees or their representatives by industry

<u>All informants</u>	Metal Mech, Food, Chems, Distrib						<u>Public</u>		Office &c
	Total &c	manuf &c	instr engnr	drink & tob	textils &c	trades	Transp	Other	
	%	%	%	%	%	%	%	%	%
Yes	57	58	63	42	53	54		76	52
No	33	34	28	45	36	40		15	36
Don't know	4	2	4	8	5	2		1	5
Not answered	6	6	5	5	6	4		8	7
Total	100	100	100	100	100	100		100	100
(% base, those naming an episode not proposed by workers/stewards)	(222)	(38)	(49)	(24)	(40)	(15)	(13)	(17)	(26)

Table A76 Whether employees given notice of when the change was due to take place by industry

<u>All informants</u>	%	%	%	%	%	%	%	%
Yes	77	72	76	66	70	84	81	76
No	14	19	14	18	19	9	9	14
Don't know	3	4	3	12	5	2	1	3
Not answered	6	5	7	4	6	5	9	7
Total	100	100	100	100	100	100	100	100
(% base)	(222)	(38)	(49)	(24)	(40)	(15)	(13)	(17)

Table A77 Whether any disagreement between employees and management by industry

<u>All informants</u>	%	%	%	%	%	%	%	%
Yes	41	33	50	49	31	18	62	54
No	53	57	45	44	63	70	23	42
Don't know	5	9	3	7	4	8	14	4
Not answered	1	1	2	-	2	4	1	-
Total	100	100	100	100	100	100	100	100
(% base, those naming at least one episode)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)

Table A78 Whether employees threatened or took industrial action by industry

<u>All informants</u>	%	%	%	%	%	%	%	%
Threatened but took no action	5	2	6	2	7	-	3	8
Took action	7	4	11	28	4	-	5	5
No - neither	84	90	74	65	85	92	79	84
Don't know	3	3	6	5	1	5	13	3
Not answered	1	1	3	-	3	3	-	-
Total	100	100	100	100	100	100	100	100
(% base)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)

Table A79 Whether union officer brought into the negotiations by industry

<u>All informants</u>	Total	Metal &c	Mech, manuf &c	Food, instr &c	Chems, drink &c	Textils, &c	Distrib trades	<u>Public</u> Transp	Office Other &c
	%	%	%	%	%	%	%	%	%
Yes	43	29	39	55	40			56	42
No	45	64	48	27	44			37	48
Don't know	8	4	7	15	14			3	10
Not answered	4	3	6	3	2			4	-
Total	100	100	100	100	100			100	100
(% base, union situation with at least one episode)	(226)	(39)	(49)	(24)	(48)	(10)	(16)	(24)	(16)

Table A80 Whether proposals implemented change by industry

<u>All informants</u>	%	%	%	%	%	%	%	%	%
Put into effect unchanged	58	62	53	65	57	66	46	53	74
Amended/modified	25	18	30	16	25	-	28	33	11
Other answers/don't know	13	14	14	18	13	16	24	12	13
Not answered	4	6	3	1	5	18	2	2	2
Total	100	100	100	100	100	100	100	100	100
(% base, those naming an episode not proposed by workers/stewards)	(222)	(38)	(49)	(24)	(40)	(15)	(13)	(17)	(26)

Table 81 Whether any resulting change in procedure by industry

<u>All informants</u>	%	%	%	%	%	%	%	%	%
Yes	11	10	12	12	10		9		2
No	78	85	69	69	84		79		89
Don't know	9	4	16	19	6		12		7
Not answered	2	1	3	-	-		-		2
Total	100	100	100	100	100		100		100
(% base, those naming at least one episode)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)	(30)

Table 82 Who was thought to benefit (more than others) from the change by industry

<u>All informants</u>	%	%	%	%	%	%	%	%	%
No group more than another	36	40	42	26	29	26	23	36	52
One section of workers	26	18	25	23	25	31	34	28	23
All workers	10	11	8	14	14	16	10	12	5
Company/management	12	15	9	18	15	15	20	9	6
Both workers and management	5	3	1	5	9	2	4	3	2
Other answers/don't know	5	8	7	8	4	4	2	5	4
Not answered	6	5	8	6	4	6	7	7	8
Total	100	100	100	100	100	100	100	100	100
(% base)	(260)	(42)	(52)	(26)	(50)	(20)	(16)	(24)	(30)

CHAPTER 7 - OTHER ASPECTS OF WORKPLACE RELATIONS

Table A83 Whether any workers supervised receive any of their earnings from some system of payment by results by industry

<u>Foremen</u>	Total	Metal &c	Mech manuf	Food, instr	Chems, drink	Distrib textls &c	Public Transp	Office Other	&c
	%	%	%	%	%	%	%	%	%
Yes	51	60	45	54	51	38	58	76	31
No	49	40	55	46	49	62	42	24	69
Total (% base)	100 (288)	100 (48)	100 (51)	100 (32)	100 (57)	100 (18)	100 (16)	100 (26)	100 (40)

Table A84 Whether any members receive any of their earnings from some system of payment by results by industry

<u>Stewards</u>	%	%	%	%	%	%	%	%
Yes	53	70	63	21	44		37	72
No	47	30	37	79	56		63	28
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)

Table A85 Whether would prefer employees to be paid on some system of payment by results by industry

<u>Foremen</u>	%	%	%	%	%	%	%	%	%
Paid by results	58	60	66	61	50	48	45	59	60
Not based on results	34	37	19	35	42	46	45	25	36
Only some to be paid by results	2	-	4	-	1	-	6	6	-
Impossible to implement	4	-	9	4	7	-	-	5	4
Other answers	1	3	2	-	-	6	4	-	-
Not answered	1	-	-	-	-	-	-	5	-
Total (% base)	100 (288)	100 (48)	100 (51)	100 (32)	100 (57)	100 (18)	100 (16)	100 (26)	100 (40)

Table A86

Whether would prefer members to be paid on some system
of payment by results
by industry

Stewards	Total	Metal &c	Mech, instr engnr	Food, drink & tob	Chems, textils &c	Distrib trades	Public Transp	Other	Office &c
	%	%	%	%	%		%	%	%
Paid by results	43	37	53	40	60		37	39	25
Not based on results	49	55	47	58	35		42	50	63
Only some to be paid by results	5	-	-	2	5		10	11	9
Other answers	3	8	-	-	-		11	-	3
Total (% base)	100 (179)	100 (33)	100 (29)	100 (21)	100 (31)	(7)	100 (16)	100 (25)	100 (17)

Table A87

Whether any groups of employees whose wages are usually
adjusted as a result of union settlements elsewhere
by industry

Senior managers

	%	%	%	%	%	%	%	%	%
Yes	25	16	56	8	35	14	7	13	17
No	67	75	43	92	47	81	90	82	70
Don't know	3	6	-	-	11	-	3	-	-
Not answered	5	3	1		7	5	-	5	13
Total (% base)	100 (307)	100 (45)	100 (57)	100 (32)	100 (59)	100 (21)	100 (17)	100 (27)	100 (49)



SOUTHAMPTON UNIVERSITY LIBRARY

Date of Issue

--	--	--	--

306

HER MAJESTY'S STATIONERY OFFICE

Government Bookshops

49 High Holborn, London WC1V 6HB
13a Castle Street, Edinburgh EH2 3AR
41 The Hayes, Cardiff CF1 1JW
Brazennose Street, Manchester M60 8AS
Southey House, Wine Street, Bristol BS1 2BQ
258 Broad Street, Birmingham B1 2HE
80 Chichester Street, Belfast BT1 4JY

*Government Publications are also available
through booksellers*